



N Northern
COLLEGE

2023/24

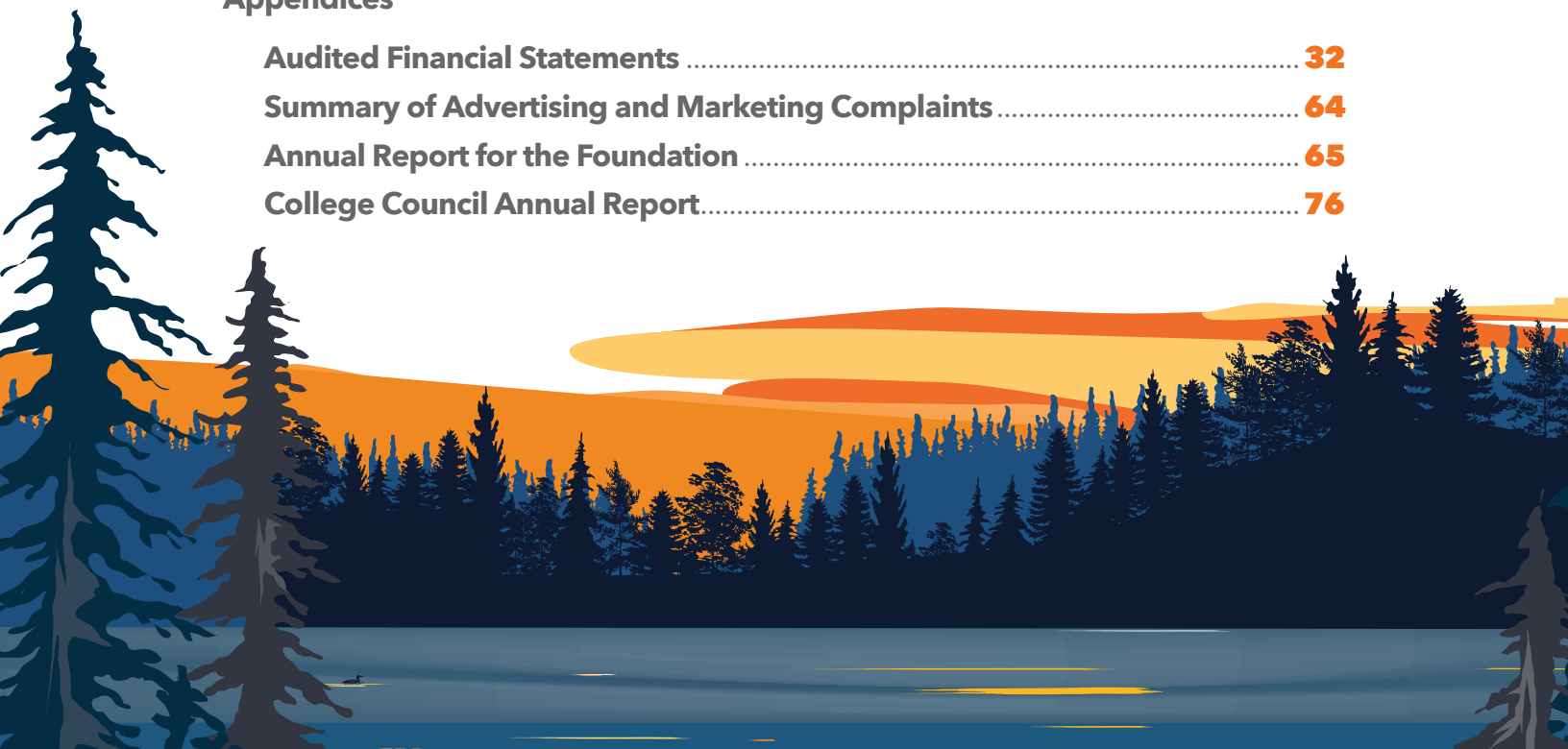
A full-page background image showing a sunset over a body of water. The sky is filled with soft, orange and yellow clouds, reflecting on the calm surface of the lake. A dark silhouette of a forest line is visible on the horizon. In the foreground on the left, there are dark, out-of-focus silhouettes of leaves and branches.

Land Acknowledgement

We acknowledge that we are on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway, and Algonquin homelands. We acknowledge these ancestral lands that we are gathered on, which continue to interconnect us all and remind us that we are all treaty people. First Nation communities now located on these lands include: Temagami, Timiskaming, Matachewan, Mattagami, Apitipi Anicinapek Nation, Taykwa Tagamou, Beaverhouse, Flying Post, Moose Cree, Fort Albany, Kashechewan, Attawapiskat Weenusk, and Metis Peoples Region #3.

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PRESIDENT'S MESSAGE

MITCH DUMAS



Over its 112-year history, beginning with the Haileybury School of Mines, Northern College has always been driven by the necessity to train skilled professionals to meet the needs of our region, informed by the requirements of employers and industry. It began with mining, developing skills training models to provide the people of Haileybury with the skills they needed to make the most of an expanding industry.

The times may have changed, but those principles have not, and as you'll find within this document, we're continuing to build the kinds of strong community, business, and industry partnerships that support the success of our students both in the classroom and long after they've graduated.

Always focused on the future, Northern College is working diligently to meet learners where they live and in this digital age, that can mean literally anywhere in the world. Utilizing the latest in technology to arm our students with the cutting-edge skills they need to succeed has and will continue to define an education earned at Northern.

At Northern, we understand that growth and expansion rely heavily on data driven approaches, developing the kinds of programming and curriculum offerings that connect students directly to jobs upon - and sometimes before - graduation. To this end, Northern is exploring different program development options, in lockstep with community and industry partners, to fulfil the dual goal of maintaining our regional economy and sustaining Northern's reputation as an employment focused institution.

While the road ahead is still coming into view, we're confident that Northern's student-centered approach to education, which has served us so well over the past century, will prove once again that connecting highly skilled graduates to rewarding and purposeful work in promising careers is timeless.

Thank you for joining us on this journey.

Mitch Dumas

President & CEO
Northern College

MESSAGE FROM THE CHAIR

BOARD OF GOVERNORS



At Northern College, we are committed to building the momentum necessary to allow our institution to readily meet the needs of an evolving post-secondary market.

Maintaining this momentum requires many different areas of focus, investment, and commitment, and we feel that, under the guidance

of newly appointed President & CEO, Mitch Dumas, Northern will continue to meet the needs of current and future students.

This past year can be defined as one of significant change for the organization, with newly appointed leadership and a renewed sense of promise.

Within the pages of this report, you will learn more about the ways in which Northern is working diligently to stay at the cutting edge of modern education through new initiatives, a focus on community partnerships, educational accessibility, and embracing the diversity of culture and inclusive experiences on our campuses and in our campus communities.

While so much about the future is still to be determined, we take great pride and trust in the leadership of Northern College, its talented and hardworking staff and faculty, and the brilliance of its students to further solidify this institution as a go-to place for higher learning in our home region and beyond.

Jeff Molyneux

Chair, Board of Governors
Northern College

ANNUAL REPORT INTRODUCTION

Northern College's values, beliefs, and strategic objectives are purposefully aligned to offer innovative learning opportunities and support services for students to succeed in acquiring key knowledge, skills, and abilities that exceed industry requirements while significantly contributing to Northeastern Ontario's socioeconomic growth and development.

The 2023 academic year was characterized by continuous improvement, realignment, and expansion for Northern College as the organization renewed its commitment to providing students with a high-quality, industry-relevant education and an exceptional experience in studying in Northern Ontario.

Under the leadership of newly appointed President & CEO Mitch Dumas, Northern College is streamlining operational priorities to ensure our programming continues to prepare our students and graduates to meaningfully contribute to the economic and social development of the communities we serve.

Combining the uniqueness of our location with small class sizes, knowledgeable faculty, and unparalleled student supports, Northern College continues to offer students a one-of-a-kind value proposition, while differentiating ourselves from all competitors in the post-secondary education sector.

With a future focus, Northern College is continuously looking to improve and advance initiatives which will position the organization to meet the needs of learners and exceed industry expectations. Our digital transformation is at the core of Northern's vision. The College is committed to the adoption of exemplary instructional and assessment techniques across

our programming in combination with the integration of educational technology into our curriculum.

Student-focused initiatives are designed to assist learners in acquiring the knowledge, skills, and abilities to succeed in their chosen professions and become productive, contributing members of their communities. In addition to innovative programming, Northern College has always prided itself on developing curriculum reflective of its unique context and environment.

These commitments have required Northern to marry career-oriented, job-ready training with the traditional teachings of the region's First Peoples, and cultural understanding derived from a diverse student population. This cultural context provides students with an enhanced comprehension of the importance of equity, diversity, and inclusion in helping them to grow and develop as individuals and professionals.

Northern College continues to be focused and committed to the success and growth of our students through the provision of an exemplary, post-secondary education experience. Our commitment to supporting student success, building community partnerships, and promoting cultural inclusion has contributed to our province-leading key performance indicators.

NORTHERN COLLEGE

BOARD OF GOVERNORS

2023-2024

	Office	Board Member	Region
Executive	Chair	Jeff Molyneaux	Kirkland Lake
	First Vice-Chair	Devin Naveau	Mattagami
	Second Vice-Chair	Ken Wojtus	Timmins
	Governor at Large	Mike Metatawabin	Timmins
	College President	Mitch Dumas	All
	Academic Representative	Patricia Hamilton	Haileybury
	Administrative Representative	Eric Poulin	Timmins
	Student Representative	Dhruvraj Chaudhari	Timmins
	Support Staff Representative	John Harrington	Haileybury
	External Governor	Cathy Ellis	Iroquois Falls
	External Governor	Lynne Innes	Moosonee
	External Governor	Kimberley Bird	Timmins
	External Governor	Kanwaljit Kaur "Daisy" Bains	Timmins
	External Governor	Dixitkumar Patel	Kirkland Lake
	External Governor	Connor Crawford	Timmins
	External Governor	Kraymr Grenke	Timmins
	Executive Assistant to the Board	Leslie Hanes	All
	Treasurer	Glenn MacDougall	All

*Under the Freedom of Information and Protection of Privacy Acts, the mailing addresses and telephone numbers of the members of the Board of Governors are confidential. Any correspondence to the Board members may be directed to them c/o the Executive Assistant to the Board, Northern College, Highway 101 East, P.O. Box 3211, Timmins, Ontario P4N 8R6
www.northerncollege.ca/about/leadership/board-of-governors*

2023/24

ADMINISTRATIVE STAFF

(AS OF MARCH 31, 2024)

Senior Management	Mitch Dumas	President and CEO
	Susan Hunter	Chief Cultural Officer
	Dean Lessard	Senior Vice President, Academic
	Glenn MacDougall	Senior Vice President, Corporate Services (Acting)
	Leslie Hanes	Executive Assistant, Office of the President and Board of Governors
Academic	Mahi Fahimian	Acting Chair, Academic Operations, Learning Excellence and Innovation Department
	Joshua Fuller	Acting Chair, Health Sciences and Emergency Services, Trades and Technology
	Melissa Lalonde	Administrative Assistant to the Senior Vice President Academic
	Tammy Mackey	Campus Manager, Haileybury
	Drew Enouy	Campus Manager, Kirkland Lake
	Willard Small	Campus Manager, Moosonee (Interim)
	Shanna Lecuyer	Campus Manager, Timmins
	Michael Nemcsok	Chair, Mining, Environmental and Veterinary Sciences
	Christine Raycraft	Dean of Business and Community Services
	Sarah Campbell	Dean of Health Sciences and Emergency Services
	Doug Clark	Dean of Sciences
	Jamie Johnston	Dean of Trades, Technology and Apprenticeship
	David Francis	Director, Strategic Initiatives
	Andrew Balmakoon	Executive Director, Community and Business Development
	Sumit Swami	International Student Experience Lead
	Glenn Laba	Manager, Applied Research, Entrepreneurship, and Innovation
	Diane Ryder	Manager, Community, Business Development & Employment Services, James Bay Region

ADMINISTRATIVE STAFF

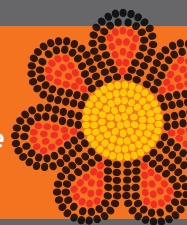
cont.

Academic	Christina Liposcak	Manager, Community and Business Development, Northern Training Division
	Kate Quinn	Manager, Community and Business Development, Northern Training Division
	Christine Bender	Manager, Employment Services and Academic Upgrading
	Edna Xiaojuan Zhang	Manager, International Operations
	Jaret Dicks	Manager of Recruitment and Student Life
	Jennifer Moorlag	Registrar (Acting)
	Lynn Berthiaume	Special Advisor – International & Registrar
Corporate Services	Lindsay Toby	Administrative Assistant to the Senior Vice President, Corporate Services
	Jodi DeLaurier	Controller
	Wayne Campbell	Director of Finance
	Jennifer Olaisola	Director, Human Resource Services
	Katherine Harvey	Executive Director, East End Family Health Team
	Eric Poulin	Financial Analyst
	Stephanie Tamming	Human Resource Coordinator
	Samantha Frappier	Human Resource Services Generalist
	Anthony Dennison	Manager, Information Technology (Acting)
	Stephane Lefebvre	Manager, Plant and Property
	Lonny Michel	Manager, Risk, Safety and Security
	Sarah De Pinto	Manager, Human Resource Services
	Corinne McEwen	Payroll Specialist
	Allison Gallant	Pensions and Benefits Specialist
	Dayna Child	Recruitment and Retention Specialist
	Krista Labine	Senior Accountant

#1 Business Plan Initiatives Accomplished **STRATEGIC DIRECTION**

INDIGENOUS EDUCATION & EMPOWERMENT

We recognize the disparity caused by a lengthy national history of inequality and injustice toward the Indigenous peoples of Canada, and we will address the long-term impacts of this colonization upon the organization and the learners. To do so, we will actively seek to identify and dismantle the existence of systematic and operational racism as it arises, and we will take steps to decolonize the organization.



Formalizing Respectful Engagement with Indigenous Communities

Northern College has begun laying the groundwork for the formalization of protocols for respectful engagement with Indigenous communities. To this end, themes which will aid in guiding conversations between the College and Indigenous communities, educational authorities, and Tribal Councils are already being explored. These include building relationships and trust, understanding Indigenous rights, determining what inclusive engagement means and looks like, sharing information with clarity, respecting traditional decision-making processes, and seeking consultation with consent.

The creation of these protocols and the subsequent development of the training required to support their organizational integration provides an opportunity for Northern College to further its understanding of how to respect the rights of Indigenous peoples, as well as facilitate the education and empowerment of Indigenous learners, their families, and the region. The next year will see the College meaningfully engage with Indigenous communities and organizations to inform and finalize the protocols' creation and review.

Supporting Faculty in Implementing Indigenous Learning Outcomes

Indigenous Learning Outcomes (ILOs) are woven into Northern's curriculum and pedagogical ideology with the aim of growing learners' understanding of Indigenous knowledge. Northern College adopted Indigenous Learning Outcomes following the multi-college collaboration project Building a Strong Fire, which established Indigenous Quality Assurance Standards for Ontario Colleges.

Focusing on Quality Assurance and regional characteristics, Northern recommended revisions to its ILOs over the past year aiming to ensure measurability; these changes were then approved by the Northern College Indigenous Council on Education (NCICE). These revisions will support the continued implementation of Indigenous Learning Outcomes for the organization.

Building faculty capacity to successfully integrate the ILOs through training is a priority. Northern has identified an external First Nations owned and operated training partner. Collaboration with this subject matter expert will support the College in continuing to decolonize its curriculum.



With its pursuit of Truth and Reconciliation, Northern College commissioned and unveiled four matching bronze statues by sculptor Tyler Fauvelle, honouring those who were forced into Canada's residential school system.

The installation of the statues on each of the College's campuses honours Indigenous strength, survival, and culture.

These statues will serve as a reminder of this chapter in Canadian history and help motivate the individual and collective call to action in advancing Truth and Reconciliation.

Actively Listening to Indigenous Student Experience

Strengthening and maintaining outreach efforts to Indigenous learners, community partners, and employees is crucial for Northern College as it continues to support Indigenous learners' successes in their post-secondary education journey.

Over the past year and by means of a graduate survey, self-identified Indigenous learners were asked to share best practices that improved their experience and those requiring improvement. Northern College partner organizations assisted in distributing the survey and were invited to provide feedback on the overall outreach and research process.

As the College embeds this feedback received into its operations, it recognizes the importance of demonstrating its continued commitment to Indigenous learners by actioning the collected research data.

Celebrating Indigenous Art

Northern College has long championed its commitment to being a college of choice for Indigenous learners by cultivating appropriate learning opportunities, providing necessary supports, creating cultural spaces, and hosting Indigenous events. Richly intersectional, art can act as a vehicle for a myriad of student wellness approaches. This year, in partnership with local artists, Northern College aimed to increase the number of Indigenous art occurrences at each campus.

Tamarack geese created by Indigenous artist John Etherington, prints by Indigenous artist Patrick Hunter, and murals by Indigenous artist Justice Sutherland, were commissioned by the College this year. Planned updates to Indigenous student lounges in Kirkland Lake and Haileybury are underway. Artistic supports, such as a large display unit and new art signage and information sharing pieces have been added to the Moosonee campus. Also, numerous workshops were hosted by Northern this year to support and promote Indigenous cultures and ways of knowing - namely, Indigenous painting, beading, mitten, moccasin and mukluk making, the making and birthing of drums, and the creation of medicine pouches supporting learning on the four sacred medicines.



#2 Business Plan Initiatives Accomplished **STRATEGIC DIRECTION** **INNOVATIVE APPROACHES TO ACCESS**

We acknowledge the barriers to learning that exist and the privilege of those decision-makers not experiencing such barriers as we reduce and eliminate these very real challenges by engaging in honest and open discussion about both policy and operations that either support or further inhibit learners. We will deliver best-in-class programs that entice students from diverse backgrounds and identities wanting to improve their lives.

Transforming Strategic Enrolment Management at Northern

Effective recruitment, enrolment, retainment, and graduation of Northern College's student body is paramount to achieving the organization's mission and vision, as well as its sustainability. Strategic Enrolment Management (SEM) planning plays a significant role in each of these.

To enhance the effectiveness of its SEM practice, the College recognized the importance of analytic tools that would support the organization's ability to collect, collate, retain, and evaluate data to support planning and inform decision making. The request for purchase of a data warehousing tool has been finalized, with its implementation expected in the new fiscal year. In preparation for the adoption of this software, the College has refined local campus enrolment planning, tracking, and the forecasting of daily in-cycle enrolment updates for decision-makers.

Improvements in data analytics will be accompanied by the building of a formal Strategic Enrolment Management Plan. Strengthening the College's commitment and adoption of SEM will support college operations in other areas, such as programming, financial planning, scheduling, marketing, recruitment, and international initiatives.



Enhancing Learning Activities through Feedback Fruits

Northern College continues to connect its learners and communities through the application of accessible and innovative technology. To this end, the College is piloting Feedback Fruits, a pedagogical assessment and feedback suite of tools that enables educators to build better asynchronous interactivity into their instructional planning, especially in flipped classroom environments.

With Feedback Fruits training available to faculty through the College's Learning Excellence and Innovation Department (LEID), dozens of instructors have begun using this tool to create hundreds of interactive asynchronous activities. The adoption of this educational technology has resulted in engaging countless learners with a noticeable uptake in discussions on quizzing and peer reviews.

As the College's use of Feedback Fruits continues to mature, faculty are equipped to support creativity and innovation in student self-assessment as well as in programming content, delivery, and methodology.

Increasing Access to Work-Integrated Learning Opportunities

The use of simulation activities in educational settings allows students to build knowledge and apply their skills in mock scenarios. To foster a more widespread use of simulation in the delivery of its curricula, Northern has completed an inventory of the current use of simulation in each of its programs, identifying program-specific targets for its incorporation.

New opportunities for the use of simulation in programming, based on the findings of this inventory, will be examined and actioned as early as Fall 2024, providing students with additional opportunities to grow and develop transferable skills, apply theoretical skills, and receive additional value for their academic investment.



#3 Business Plan Initiatives Accomplished

STRATEGIC DIRECTION

INVIGORATING NORTHERN EXPERIENCES

With every one of our post-secondary locations overlooking waterfront, we will maximize the quality of life of our students and staff on Northern College's four campuses by leveraging our proximity to the natural elements by integrating and emphasizing invigorating learning experiences and overall well-being in the communities we serve. Our learning environments will be kind, welcoming, and reflect excellence as we deliver exceptional and uniquely northern experiences that allow students and staff to become their best selves and embrace a future forever impacted positively by experiencing life in the North, even after graduating, wherever they may travel.

Enriching Student Experiences through Micro-credential Offerings

With each campus close to picturesque views and rooted in the history and culture of Northeastern Ontario, Northern College has the unique opportunity to leverage its proximity to the natural world and its connections to the communities it serves to bring new experiences to its learners.

A new Northern Experience micro-credential was piloted this past academic year which saw students participate in both theoretical and tactile activities in acquiring badges. The achievement of the micro-credential deepened and enriched the lives of learners while promoting the advantages and benefits of a life in the North.

Staff and community partners collaborated in offering students the opportunity to participate in a wide variety of outdoor activities, including canoeing, kayaking, Nordic skiing, snowshoeing, ice fishing, road hockey, holiday parades, and carolling activities during the past academic year.

Supporting the College's mission of building community across the North, the Northern Experience Micro-credential pilot project has brought students, staff, and community members together by creating a welcoming environment focused on fun, adventure, and well-being. In short, it has provided positive northern experiences and meaningful connections, as well as cherished memories of college life. This initiative will be operationalized during the upcoming year as Northern College aims to expand and sustain this offering through the appropriate allocation of resources.



Exploring New Programming Specific to Coastal Communities

Northern College serves an expansive geographic region with diverse communities that require unique programming. This past academic year, Northern identified new program development opportunities specific to the communities located along the James Bay Coast by examining and analyzing costing, feasibility, and potential enrolment.

The Moosonee Campus offered its first intake into the Business – Office Administration program, and its success resulted in planning for an Addictions and Mental Health Worker student intake during the 2024-2025 academic year. Planning for Indigenous Fine Arts I & II program development is also underway, with an initial launch of curriculum targeted for Winter 2025. Finally, Northern is considering the creation of several micro-credentials which may be of interest to coastal communities; these include training for educational support personnel and child welfare professionals.

The development and approval of Indigenous-themed curriculum will continue in the upcoming academic year, built on the solid foundation of programming offered over the past year.

Inventorying Supports Available for International Learners

International learners comprise a significant percentage of Northern College's student body; continued work is required to build and implement processes, services, and systems that are responsive and support their individual growth and academic success. To achieve this objective, Northern College is completing an environmental scan and gap analysis focused on creating an inventory of ways in which to continuously improve the quality of education and learning provided to our students.

Focused on achieving this aim, the College created a new role, International Student Experience Lead. This individual began by analyzing the standard of practice for care of international learners based on the New Zealand Education Code of Practice (2021) and the Ontario Public Colleges Standards of Practice for International Education (2022). Additional insight was obtained through preparations for the Standards of Practice for International Education Quality Assurance Audit (SPIEQAA).





Northern was one of three institutions to pilot this new audit process. Conducting an inventory has allowed the College to identify best practices for the delivery of services and supports for international learners and to highlight our commitment to personalized service.

Through this process, Northern has noted some service gaps in the assistance provided to students in acquiring housing accommodations and employment. The assessment also recognized the need to strengthen written protocols and procedures for international student services, improve communication with learners, and collaborate intentionally with community partners.

Northern College also identified its strengths during this audit and will continue formalizing those successful approaches to student care. We will continue to review and improve the international student experience during the upcoming academic year, while remaining accountable to those we serve. This will be documented in a report detailing goals, resource allocation, and timelines for continuous improvement in relation to the provincial standards of practice for students who choose Canada and more specifically, Northern, as their post-secondary educational experience.

Enhancing Academic Operations

With four unique campuses offering a variety of learning experiences and programming, it is essential that the academic operations are coordinated across these locations to ensure an optimal academic and personal learning experience for all Northern College students.

The Senior Academic Support Coordinator position was created as a vital link in ensuring a concerted and collaborative commitment to processes and procedures by all academic staff that results in a high quality and seamless student experience. Ongoing communication and collaboration across many departments focuses on inter-departmental connections, flow of critical data, and proactive planning adhering to critical Academic Calendar timelines to meet the needs of the learners studying with us.

TELLING THE NORTHERN COLLEGE STORY

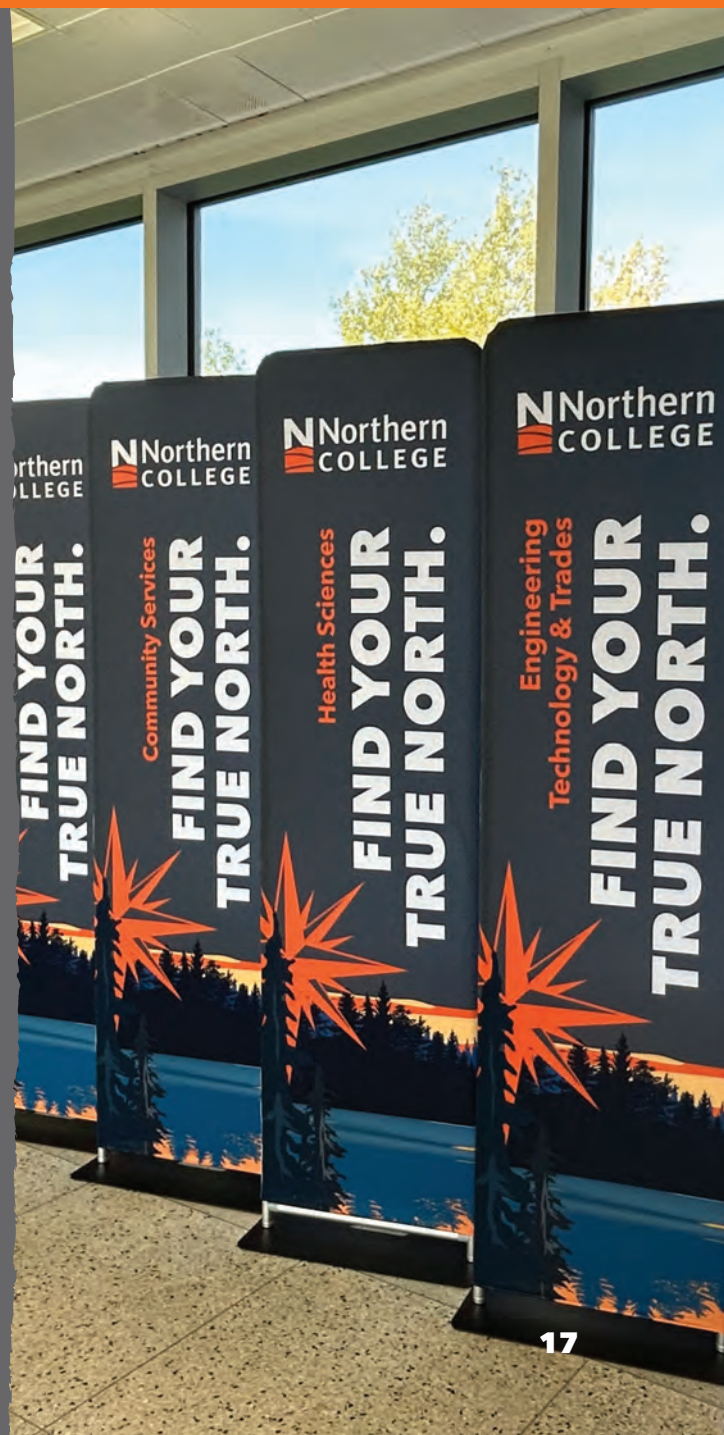
Storytelling has long been a highly effective vehicle for education. Opening pathways to the sharing of knowledge, culture, and values, telling stories often allows us to communicate and connect in ways that may not otherwise be possible. What follows is a collection of stories gathered from the Northern College community and compiled to complement the work completed on the 2023-2024 Business Plan initiatives. These stories celebrate some of the additional ways in which Northern is connecting to its communities, supporting its students, and expanding and continuously improving as an organization.

Extending Our Reach

Community Connections

The 2023-2024 academic year was characterized by Northern College's commitment to meaningfully connect with students, guidance counsellors, teachers, and industry partners regarding the high-quality programs, services, and supports offered to our learners. Northern College's recruitment team attended and presented at more than two hundred events during the past year, both within and outside of the College's catchment area. Moosonee Campus staff visited all secondary schools and Access Centre Open Houses in First Nation communities along the James Bay Coast. Indigenous Recruitment staff also attended multiple Powwows across the region to maintain a College presence at these important events. Hosting an inaugural event for all guidance counsellors, Co-op, and secondary school teachers in our region has become a priority for Northern since the COVID-19 pandemic. Included in the plans for this unique occasion is the annual rotation of this event between the Timmins, Haileybury, and Kirkland Lake campuses.

International recruitment efforts by Northern College were extended with visits to Nigeria and Ghana this year. In this way, the International Recruitment team has started to successfully diversify the College's international student population, resulting in a sixty percent (60%) increase in the number of international students from countries such as Nepal, the Philippines, Sri Lanka, Pakistan, Nigeria, and Ghana.



Contributing to Meaningful Causes

Northern College continued its sponsorship of Skills Ontario this year by promoting programs to over twenty thousand students. Closer to home, being the lead sponsor for the Under 15 and Under 18 age categories of the Northern Ontario Hockey Association's Tournament of Champions allowed the College to support teams and families from several Northern Ontario communities. The College was a gold sponsor of the 15th Annual Mushkegowuk Cup Hockey Tournament. This event saw over fifty First Nation youth hockey teams from the Mushkegowuk region compete in support of the Mushkegowuk Youth Department. Moreover, Northern also sponsored the 2023 Stardust Festival in support of Indigenous Peoples' engagement in the space industry. Supporting Alamos Gold's Sport Dinner in Kirkland Lake with guest speaker and former NHL player, Wendel Clark, allowed the College to financially contribute to the Kirkland Lake Legion Branch 87. Northern College also sponsored the Timmins Seizure and Brain Injury Centre's Colour Run Fundraiser, the 50th Annual Timmins Multi-Cultural Festival, and the Northern College Cricket Cup.

In addition to these generous sponsorships, the College exemplified its commitment to supporting students through local partnerships by distributing half a million dollars to organizations throughout the region such as food banks and other non-profits before the holidays. These capacity-building initiatives recognized the commendable efforts made by these organizations in helping to grow the region sustainably, both within and beyond the College. As a result, this initiative has strengthened support for Northern's domestic learners as well as for its international learners who have chosen the North as their new home.

Supporting Community Events

This fiscal year witnessed Northern College proudly participating in many community events and fundraisers. The College supported Haileybury's Northdale Manor Hearty Lunch fundraiser, the



Salvation Army Hamper of Hope initiative, the Bassin' for Kids Camp Quality fundraising fishing tournament on Lake Temagami, the New Liskeard Fall Fair, and the Haileybury Santa Claus Parade. Northern College celebrated Pride by participating in parades across the region, including the first annual Kirkland Lake Pride Walk. Additionally, Northern hosted activities to support the 2SLGBTQIA+ community.

Welding program students created the College's award-winning float submission for the Kirkland Lake Christmas parade, donating their prize to the Kirkland Lake Cross Country Ski Runners Club, and repurposing the steel used for the float's construction for instructional material. The College actively contributed to the 2023 National Indigenous Day organized by the City of Timmins and participated in the Timmins and District Hospital and Wellness Center's Chinese New Year celebration. Additionally, Northern participated throughout the summer in all Timmins Urban Park outreach events.

Opening Our Doors

For the second consecutive year, the Timmins Campus played host to the South Porcupine Winter Carnival. With its cafeteria dotted with children's games, its gymnasium filled with inflatables, its lounge hosting a local crafts sale, and a reptile show located in one of its lecture halls, the campus' spaces were transformed by this local community event.

The Indigenous Ingenuity Science North Exhibit was onsite at Northern College this past Fall. The impressive exhibit was open to the public, Northern College students and staff, at no cost. Visitors experienced inventions originating in Indigenous culture by observing nature as a source of inspiration, listening to bearers of knowledge, and experimenting with scientific principles. This exhibit celebrated the diversity, interconnectedness, and resourceful ways of knowing and being that Indigenous knowledge and innovations provide in the global community.



For the first time since the COVID-19 pandemic, the 33rd Annual Omushkego Education Great Moon Gathering Kishay Pisim Mamawihitowin was held in-person on Northern's Timmins Campus. This professional development opportunity welcomed Indigenous elementary and secondary school educators from Ontario's far North. The event also provided valuable learning and work experience to student ambassadors from the College, who provided support to presenters and attendees.

After many months of planning with dedicated community volunteers, the 22nd Northern College Annual Traditional Powwow welcomed approximately fifteen-hundred attendees comprised of community partners, members, and vendors. This event provided work experience and cultural learning to many College student ambassadors and paramedic students, as well as to local secondary school students, who played a key role in ensuring the gathering's success.

The Addictions and Mental Health Worker program led an event for National Addictions Awareness Week in which students and community partners had the opportunity to participate in various educational opportunities focused on the theme of Change Begins with Me. Students prepared information booths and activities to increase awareness of stigma, impacts of substance use, and harm reduction.

Community agencies were also accessible onsite at the Timmins campus for the event, with participants accessing several keynote speakers, including

author Benjamin Perrin, Scott Neufeld, Lecturer in Community Psychology at Brock University, Seamus Murphy, Deputy Chief of Standards and Community Services for Cochrane District Paramedic Service, and Raven Pretty, of the Mushkegowuk Fire Keepers Patrol. The important event was well received by both students and community members.

Bolstering Community Services

The School of Health Sciences and Emergency Services began running multiple sections of a two-day Intravenous (IV) Therapy course for local Long-Term Care staff this past year. The training aims to reduce the necessity of transporting patients from Long-Term Care facilities to the Emergency department (ER) of the Timmins & District Hospital when IV therapy is the sole required care. This will help alleviate some of the pressure on the local ER.

Fostering Cultural Exchanges and Supports

The 2023 Indigenous Cultural Awareness Week in Timmins saw excellent attendance at activities organized by the Indigenous Services and Initiatives team. The event brought together students from an array of cultural backgrounds, allowing them to connect through the sharing of traditional foods, workshops, and activities. The Métis Nation of Ontario was onsite, providing a workshop and resources in support of Métis students.



SUPPORTING STUDENT SUCCESS

Heading the Province in Key Performance Indicators

Each year, Colleges Ontario conducts a poll to understand how students attending colleges in the province feel about their college and educational experiences. This data is then collated and issued to each of Ontario's twenty-four colleges to help them assess how they are performing their core mandate. Northern ranked number one in the province among all English-speaking colleges in employer satisfaction this year, scoring a 100 percent score in relation to the 91.8 percent median. The College topped the category for graduate employment rate as well, scoring 94.4 percent, well above the 85.6 percent provincial median. Northern College also achieved an 84.1 percent graduate satisfaction rate, surpassing the 76.8 percent median. Additionally, Northern's graduation rates stood at 66.3 percent, exceeding the 65 percent provincial median. Northern College is proud of these results and will continue to work diligently to maintain and improve them in the coming year.

Building Access to Education

Students enroll in the Academic Upgrading programs at Northern College to complete their Academic and Career Entrance (ACE) Certificate, obtain prerequisites for post-secondary programs, or gain qualifications for employment. In 2023-2024, forty Academic Upgrading students entered the post-secondary stream at Northern College, surpassing the average number of students in many other Ontario colleges. Academic Upgrading at Northern has also seen a significant increase in its predicted number of ACE graduates. All Academic Upgrading sites have adopted a Food Security Program which provides healthy snacks to learners. The Kirkland Lake campus' Upgrading site also offers a Community Cupboard which supports students with personal needs in a welcoming and accessible environment. It additionally coordinates the delivery of lunches twice a week from the Salvation Army to students in need.

Providing Cultural Supports

At the request of Oshki-Pimache-O-Win: The Wenjack Education Institute (Oshki-Wenjack), Northern College supported Level 1 pre-apprenticeship training in Heavy Duty Equipment Technician on the Timmins Campus, increasing access to careers in the trades for Indigenous learners. Northern's Campus Elder, Indigenous Advisor, and the on-site coordinator from Oshki-Wenjack supported students by creating opportunities for participation in traditional ceremonies, checking in with individuals, planning activities, and advocating for the pre-apprenticeship learners.

Offering Training Close to Home

The Northern Training Division supported the Sioux Lookout Friendship Accord's Skills Development Fund 3 application and program delivery over the past year. The Environmental Technician and Field Monitor program, as well as the Surface Diamond Driller Assistant Common Core program were offered to Indigenous participants from the signatory communities of the Sioux Lookout Friendship Accord to allow Indigenous students to study in or near their home communities. This delivery model allowed students to remain closer to their support systems thus providing the best opportunity to ensure their personal well-being and success.

Enhancing Learning Environments

Universal Design for Learning (UDL) helps ensure all students experience an environment that supports them both within and outside the classroom, by honouring their lived experiences and unique strengths and challenges. Northern College partnered with George Brown College in 2021 to develop a Universal Design for Learning course and became the first educational institution in the province to offer mandatory training for all full-time faculty in the Spring of 2022.

To date, over one-hundred-and-fifty Northern College faculty and staff have received UDL training. Learners in this course explore the UDL framework and examine its intersections with antiracism, decolonization, the social model of disability, and complementary initiatives. They reflect on how the UDL framework offers opportunities to co-design inclusive learning environments with students and colleagues, and then apply the learning to their work in education.

Preparing Students for Placements and Careers

The Global Rating Scale (GRS) is a clinical competence assessment for paramedic students that provides a strong overall assessment of a students' capabilities and areas for improvement. Dr. Walter Tavares who developed the GRS method presented the assessment to Health Sciences and Emergency Services faculty and staff from partner agencies.



With the support of colleagues and the Cochrane District Social Services Administration Board's (CDSSAB) Ambulance Service volunteers, Northern College faculty members who undergo GRS training will apply the principles of the GRS testing system in the College's Paramedic Program, ensuring they remain at the forefront of excellence. The implementation of the GRS system has been positively received and positions the College to maintain a future-forward perspective on excellence in this program area. In turn, this will assist in preparing students for their placements, while supporting their success in Base Hospital Testing, a mandatory employment requirement for new Paramedic hires.

This year saw the full implementation of the Early Childhood Education (ECE) Play Lab at Northern College. In this dynamic, hands-on learning environment, ECE students gain practical experience by interacting with children from partnering educational institutions including childcare centres, EarlyON sites, and school boards. Designed to bridge theoretical knowledge with practical application, this innovative approach not only enhances students' skill development, confidence, and competence, but also strengthens partnerships with agencies committed to nurturing the next generation of Early Childhood Educators. As a result of the ECE Play Lab, Northern College

has been able to form community partnerships with several organizations, including the Northeastern Catholic District School Board, District School Board Ontario Northeast, the Cochrane District Social Services Administration Board, the Timmins Family YMCA, Early-ON, Stork's Childcare Centre, Friends Forever Childcare Centre, and Home Agency.

Representatives from Laerdal Medical Canada Ltd. provided training to Paramedic and Nursing faculty last Fall on the College's newly acquired 3G, Sim Junior and Sim Baby mannequins. This new equipment enables professors to incorporate a greater degree of simulated learning into the curriculum, improving the learning experience for healthcare students and better preparing them for their field placements across Ontario.

The School of Veterinary Sciences was successful in its competitive bid to secure provincial funding totaling \$467,000 to enhance this program offering. An investment of \$75,000 of the provincial funding was applied to curriculum development costs, with the remainder contributing to equipment purchases, including a Holstein dystocia (difficult birth) life-size model. The school's new farm-animal specialist micro-credentials for Registered Veterinary Technicians (RVTs) was developed by eight provincial farming



and veterinary organizations and will support a province-wide solution to a chronic and growing shortage of rural livestock veterinary medicine services. These micro-credentials feature innovative instructional and assessment components, including a hybrid of asynchronous, distance webinar, and in-person learning. These elements are combined with a distributed competency-based assessment model designed to upskill existing RVTs and broaden their scope of practice.

Creating Pathways to Employment

Programs such as the Mineral Processing Operator program, offered in partnership with Newmont Musselwhite, saw the College join forces with local industry to offer students experiential learning and real-world exposure. The Underground Hard Rock Miner Common Core program also provided an opportunity for its industry partner, Evolution Mining, to participate in student training. All five program graduates were considered for employment with the company upon program completion.

Northern College's Civil Engineering Program students connected and collaborated with the City of Timmins Engineering department. Field trips to the water and wastewater treatment plants were critical learning opportunities in the Municipal Design courses as students gained valuable insight directly from engineering professionals. As a testament to this initiative's success, 100% of first-year Civil Engineering students secured summer jobs in 2023 with the City of Timmins.

The School of Technology and Trades at Northern College is actively pursuing a cooperative partnership with LEA, a distinguished Engineering Consultant firm recognized as a Top 100 Gold Player in Canadian infrastructure projects, to provide students with an experiential learning opportunity. This cooperative partnership plan is already underway and is focused on offering work experience and job opportunities for Civil Engineering students upon graduation.



Over the past year, Northern College's Community Employment Services department has welcomed and provided accessible services and supports to a growing number of international students joining its academic community. Focused on continual improvement and the provision of personalized services, the department conducted targeted outreach programs, such as workshops and seminars, to raise awareness among international students about available employment services. This robust employment support system aligns with the College's commitment to fostering a supportive environment for those living far from home and who need financial support through part-time work as they study. It also supports graduates in securing work upon completion of their studies.

Northern College aims to improve services for jobseekers, students, alumni, and employers in its catchment area. This is achieved through partnerships with organizational programs, community agencies, school boards, the Far Northeast Training Board, and others. This year, Northern College's four campuses, the External Relations department, Community Employment Services, along with various school boards including Moose Cree Education Authority, Northern Lights Secondary School and Delores D. Echum Composite School, planned and hosted in-person and virtual job fairs in each community within the catchment area. All events were well attended, providing individuals with valuable support for making employment or career decisions, while offering employers the opportunity to address their workforce needs and meet potential new employees.



Supporting Mental Health and Wellbeing

Over the previous year, Northern College signed a contract with Tailwind, a web-based service and student development organization focused on providing support to students during their transition to post-secondary education. Tailwind's goal is to help set students up for success by providing proactive strategies, preparatory resources and tips to help them thrive in a post-secondary environment. This service was made available to all Northern College students.

A variety of mental health and wellness initiatives have continued to be available to students on Northern's campuses this year, including onsite mental health first aid workshops and virtual workshops on various mental health topics. On-site art classes, outdoor activities, and sports events such as basketball, volleyball, cricket, badminton, ping pong, darts, indoor soccer, table tennis, and pickleball were also available in support of student wellness.

Additionally, the College purchased several nap (or energy) pods which are now available on its Kirkland Lake, Haileybury, and Timmins campuses. The decision to acquire these pods was driven by the significant levels of engagement demonstrated by students in pursuing their academic and employment goals. These pods serve as a valuable resource to help learners avoid sleep deprivation and boost alertness, productivity, mood, and creativity.



EXPANSION AND IMPROVEMENT

Developing Excellent Facilities

The College successfully completed the \$3.2 million, 2,848 square foot addition to its already impressive Veterinary Science Centre on the Haileybury Campus last year. The scope of work included a larger necropsy room, along with related additional freezers, receiving, storage, and outside parking improvements. At 1,320 square feet, the new necropsy room increases the original teaching space almost six fold. The expansion significantly improves the learning experience for approximately 100 Veterinary Technician, Wildlife Rehabilitation, and Companion Animal Physical Rehabilitation students; the latter two programs are both unique in Canada. The overhead crane and necropsy equipment also supports a closer working relationship with the Ministry of Natural Resources Conservation Officers and strengthens student recruitment on the basis of providing excellence in learning facilities.

Cultivating Quality

Northern College continues to implement its updated Program Review Process (Comprehensive and Annual Program Reviews) for its Academic Programs led by the recently hired Quality Assurance Officer. Faculty capacity as it relates to the program review process has grown and matured allowing for greater efficiency and robust audits while moving the College forward in this key Quality Assurance metric. Northern also continues to update its academic policies and procedures in preparation for the College Quality Assurance Audit Process (CQAAP) scheduled for Fall 2024. The New Academic Program Development Policy and Procedures, as well as the new Quality Assurance Policy and Procedures are examples of college documents that underwent substantial review this past year.

Supporting Academic Partnerships

To improve academic collaboration and reinforce standards of excellence, Northern College has implemented a governance structure that outlines and defines important aspects of academic partnerships. This structure will support the College in promoting stronger collaborative communication practices that will help make informed decisions. The College has also broadened its approach to managing risk by considering possible corrective paths for mitigation when working with academic partners. Its corporate risk registry has been updated with this information as Northern continues to monitor risks when considering partnerships in the changing post-secondary education landscape.

Deepening Brand Presence

This past year has witnessed brand solidification at Northern College in the look and feel of our logo and colour palette, leading to market differentiation and recognizability for the organization. Design choices have served to set Northern College apart from its regional and provincial competitors while contributing to its increased recognizability by a variety of audiences.

Ensuring Continuous Online Improvements

Since launching in 2022, the new college website and intranet site have undergone regular maintenance and updates to enhance the user experience, ensure accessibility, and improve structure and presentation of information. This year witnessed the beginning of a thorough and complete review of the main website which includes refreshing images and refining content, examining accessibility, and adjusting layouts to improve structure and organization. Of the over three-hundred webpages published on the site, forty-three percent have been reviewed as of December 2023. The project is on track to be completed by the end of 2024. In addition to refreshing the site, the web team has developed training manuals, a reporting framework, and technical documentation on web infrastructure to ensure the continual improvement of the College's website.

Increasing Cybersecurity Awareness

The Information Technology department effectively and successfully boosted cybersecurity awareness amongst all Northern College staff this fiscal year through a successful training campaign. Central to the campaign's success was the adoption of the CIRA Cybersecurity Awareness Training Platform. This comprehensive tool provided essential training modules that improved individual awareness of different phishing techniques that could be used to compromise data security. The campaign included regular phishing simulations to test employees' ability to recognize and report suspicious emails. During the month of October, the number of employees reporting possible phishing attempts to IT more than doubled, largely due to the implementation of the cybersecurity awareness campaign. This campaign serves as a best practice towards creating a safer digital environment at Northern College.



Harnessing Digital Approaches

Innovative portable video units have been introduced at the Timmins Campus of Northern College. The arrival and deployment of these devices at Northern is impactful in that they seamlessly integrate with various vendor systems, allowing faculty, staff, and event organizers to capture high-quality video from any location. The units are easy to set up, versatile, and interact well with different manufacturer brands, making it easy to collaborate across different platforms.

The Marketing department experienced continuous improvement of workflow and project tracking this year through the implementation of project management software to collate, track, and assign projects to team members. As a result, over 500 individual projects have been completed since adopting this framework in October of 2023.

Customer relationship management (CRM) software was used during the Fall recruitment cycle. Through data analysis, this initiative helped build a more comprehensive understanding of, and stronger connections with, prospective students. Additionally, it assessed the return on investment for events attended and initiatives undertaken.

Northern College's Human Resource Services department has focused this past year on updates to recruitment processes. Its recruitment team members modified forms, introduced new candidate supports, and improved the efficacy of the screening process. Exciting changes are also expected as this department explores the feasibility of electronic onboarding.

The Marketing department at Northern College continued to refine and develop impactful, all-digital advertising campaigns in 2023 and 2024. Utilizing student profile data mined by Institutional Research and ongoing focus group sessions, the Marketing team developed a target of potential domestic students in a variety of programs and utilized this tool to market directly to that profile. This all-digital approach has allowed the College to reach millions of people, actively track engagement data, and pivot content based on the feedback received, serving as a testbed for future digital campaigns and the institution's approach to marketing.

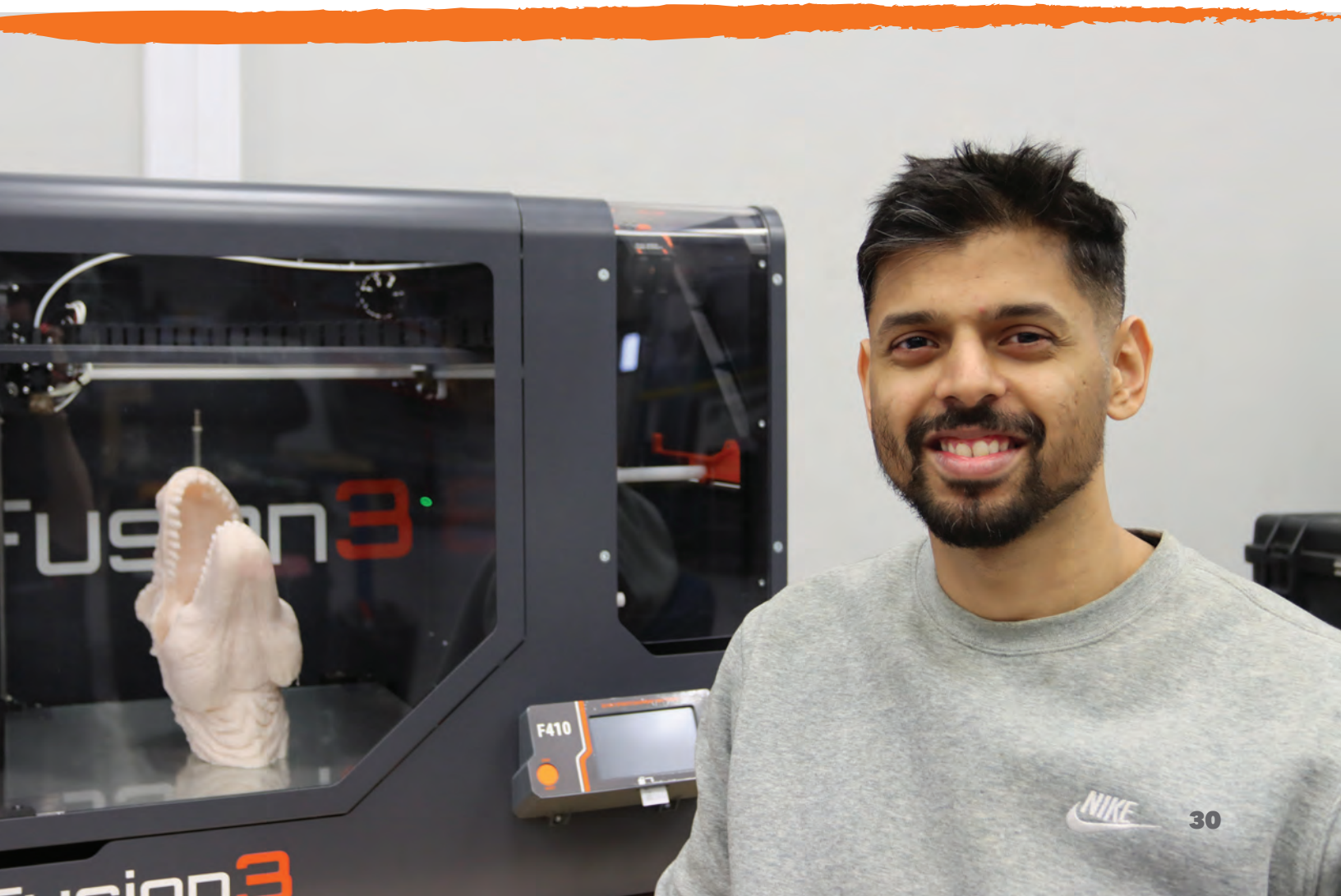


Supporting Applied Research and Student Success

To support student learning and enhance the applied research conducted with community partners, Northern College's Innovation Hub has expanded its team with the addition of three new team members, including an Advanced Mechanical Research Technologist, a Thermodynamics HVAC Research Engineer, and an Alternative Energy Research Engineer. These individuals bring expertise in a wide array of areas such as mechanical engineering, 3D printing, CNC machining, and advanced computer mechanical design, modelling and simulation. The knowledge and experience that these professionals possess in the areas of thermodynamics, heating, cooling, and engineering design, simulation systems engineering, and electrical engineering and power systems is also relevant to the Innovation Hub's exploration of alternative energy solutions addressing climate change.

This past year, the Applied Research, Entrepreneurship and Innovation Department (AREI) responded to an invitation to contribute to the Ontario Collaborative Innovation Platform (OCIP), a new online portal that matches industry professionals with equipment, facilities, and experts at various post-secondary institutions. The inventory of Northern's facilities, equipment and resources has been made available externally through this initiative and has also been housed in an internal database as a new resource for Northern College staff.

In addition to these initiatives, the Innovation Hub has undertaken research, design, and specifications for a state-of-the-art Environmental Sciences Analytical Lab. This is the first phase in the addition of a comprehensive Environmental Innovation Hub to be located at the College's Kirkland Lake campus.



CONCLUSION

Our values and beliefs continue to align with the provision of personalized, wrap-around learning and support services available throughout the student journey - from admission to alumni - ensuring academic and professional success.

Northern College offers relevant, foundational learning experiences and academic programming positioned to meet the needs of the modern work world.

With a rich history of preparing highly skilled, work-ready graduates to be contributing members of society, Northern College is committed to continuous improvement. As we foster student success and well-being, Northern remains steadfast in creating and offering high quality learning opportunities, delivered in inclusive and supportive environments.

Northern is proud to have achieved KPI survey results that top the province in several categories, including graduate and employer satisfaction. Students not only receive a high-quality, relevant education, but they are also well prepared for the workforce after completing their learning journey with us. In this reciprocal relationship, students, faculty, and staff are partners in shaping the Northern College of tomorrow firmly rooted in the values and traditions of its region and its people.

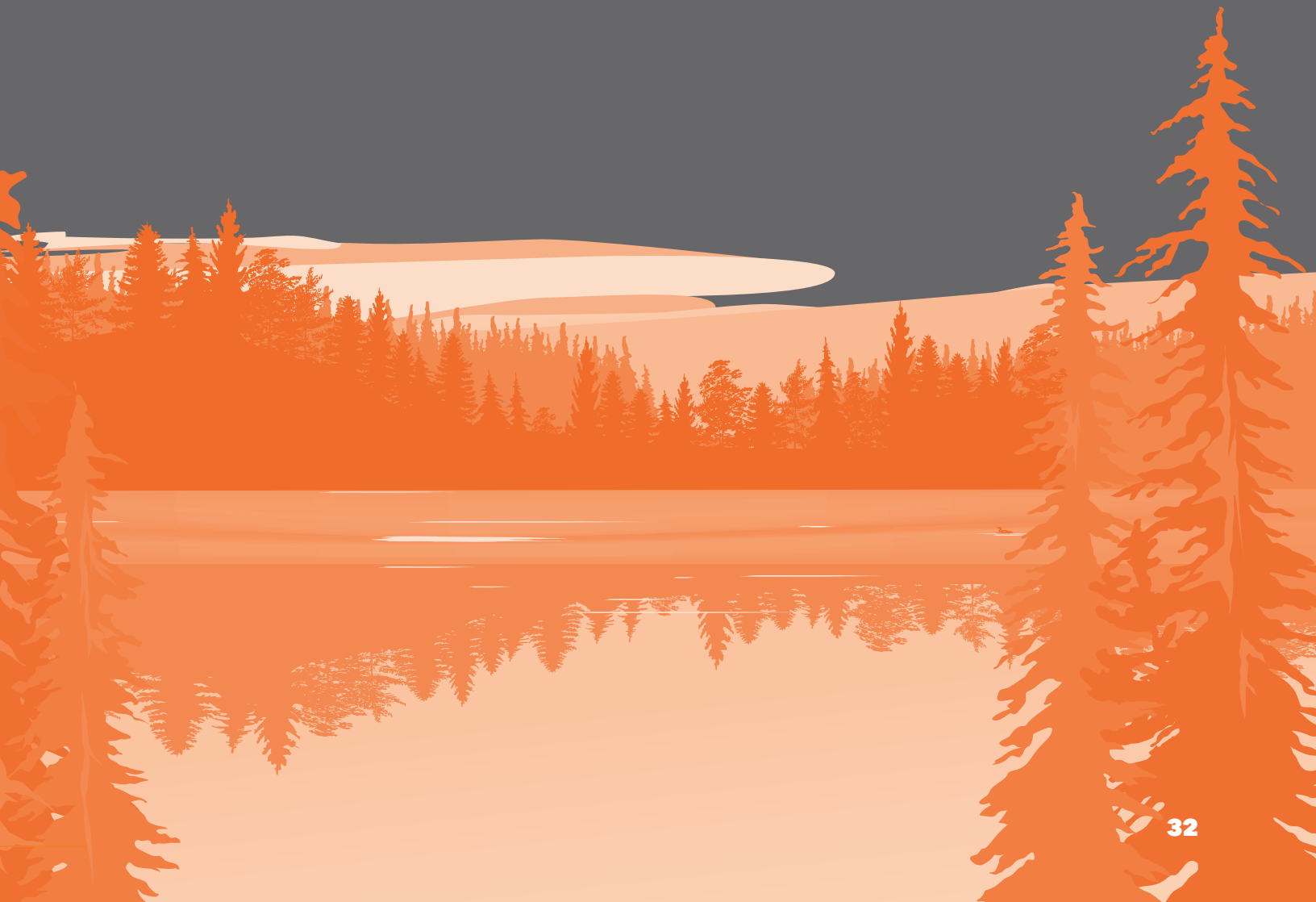


APPENDIX A

Audited Financial Statements of Northern College of Applied Arts and Technology

And Independent Auditor's Report thereon

Year ended March 31, 2024



Financial Statements of

**NORTHERN COLLEGE OF
APPLIED ARTS AND
TECHNOLOGY**

And Independent Auditor's Report thereon

Year ended March 31, 2024

Management's Responsibility for Financial Reporting

The financial statements of the Northern College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the external auditor's report. The Audit Committee reports its findings to the Board for consideration when approving the financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements.



Mitch Dumas
President & CEO

June 11, 2024

INDEPENDENT AUDITOR'S REPORT

To the Governors of The Northern College of Applied Arts and Technology

Opinion

We have audited the financial statements of The Northern College of Applied Arts and Technology (the Entity), which comprise:

- the statement of financial position as at March 31, 2024
- the statement of operations and changes in net assets (deficit) for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedules to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2024, and its results of operations, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the “***Auditor's Responsibilities for the Audit of the Financial Statements***” section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 11, 2024

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY


Statement of Financial Position

March 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash and cash equivalents	\$ 138,817,096	\$ 164,683,228
Investments - short-term	25,398,361	
Investments - portfolio (note 3)	8,609,412	15,562,410
Accounts receivable	5,698,174	6,763,549
Grants receivable	1,648,583	2,431,221
Inventories and prepaid expenses	57,056	288,198
	180,228,682	189,728,606
Long-term investments	-	24,000,000
Capital assets (note 4)	64,230,707	59,738,399
	\$ 244,459,389	\$ 273,467,005
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 29,326,308	\$ 38,893,787
Vacation and leave payable (note 6)	2,344,177	2,230,191
Deferred contributions (note 8)	16,111,028	70,269,963
	47,781,513	111,393,941
Employee future benefit (note 6)	1,303,000	1,301,000
Asset retirement obligations (note 15)	420,228	400,107
Deferred capital contributions (note 9)	38,583,677	37,821,383
	88,088,418	150,916,431
Net assets (deficit):		
Unrestricted:		
Operating	7,611,911	6,488,181
Employment-related	(3,647,177)	(3,531,191)
Capital (note 10)	25,647,030	21,917,016
Restricted and endowment (schedule)	125,984,231	97,457,236
	155,595,995	122,331,242
Accumulated remeasurement gains	774,976	219,332
	156,370,971	122,550,574
Commitments (note 13)		
Contingency (note 16)		
Guarantees (note 17)		
	\$ 244,459,389	\$ 273,467,005

See accompanying notes to financial statements.

On behalf of the Board:


Jeff Molyneaux
Chair, Board of Governors


Mitch Dumas
President, Chief Executive Officer

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2024, with comparative information for 2023

	Unrestricted		Equity in	Restricted	2024	2023
	Operating	Employment-	capital	and	Total	Total
	(Schedules)	related	assets	endowment		
				(Schedule)		
Revenue:						
Grants	\$ 25,289,291	\$ -	\$ -	\$ -	\$ 25,289,291	\$ 25,577,987
Tuition fees	33,529,356	-	-	-	33,529,356	21,930,437
Ancillary	2,802,654	-	-	-	2,802,654	2,768,285
International programs and other	98,169,739	-	-	-	98,169,739	84,041,657
Amortization of deferred capital contributions (note 9)	-	-	2,610,330	-	2,610,330	2,378,039
Restricted	-	-	-	7,739,422	7,739,422	3,407,737
Investment income	7,385	-	-	2,897,214	2,904,599	2,757,561
	159,798,425	-	2,610,330	10,636,636	173,045,391	142,861,703
Expenses:						
Academic	101,653,358	-	-	-	101,653,358	81,213,639
Administration	8,290,238	-	-	-	8,290,238	6,389,857
Student services	12,813,519	-	-	-	12,813,519	10,356,763
Plant and property	3,725,810	-	-	-	3,725,810	2,810,314
Community services	538,461	-	-	-	538,461	574,071
Employment training programs	3,116,770	-	-	-	3,116,770	3,245,448
Ancillary	2,891,861	-	-	-	2,891,861	2,753,089
Amortization of capital assets	-	-	4,466,901	-	4,466,901	3,923,835
Restricted	-	-	-	2,262,259	2,262,259	1,565,484
Employee future benefits	-	115,986	-	-	115,986	103,733
	133,030,017	115,986	4,466,901	2,262,259	139,875,163	112,936,233
Excess (deficiency) of revenue over expenses	26,768,408	(115,986)	(1,856,571)	8,374,377	33,170,228	29,925,470
Net assets (deficit), beginning of year	6,488,181	(3,531,191)	21,917,016	97,457,236	122,331,242	92,298,370
Endowment contributions	-	-	-	94,525	94,525	107,402
Transfer of capital assets (note 10)	(644,678)	-	5,586,585	(4,941,907)	-	-
Transfer to restricted funds	(25,000,000)	-	-	25,000,000	-	-
Net assets (deficit), end of year	\$ 7,611,911	\$ (3,647,177)	\$ 25,647,030	\$ 125,984,231	\$ 155,595,995	\$ 122,331,242

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Accumulated remeasurement gains at beginning of year	\$ 219,332	\$ 554,082
Realized losses attributable to: Equity investments	(189,025)	(73,732)
Unrealized gains (losses) attributable to: Equity investments	744,669	(261,018)
Net remeasurement gain (loss) for the year	555,644	(334,750)
Accumulated remeasurement gains at end of year	\$ 774,976	\$ 219,332

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 33,170,228	\$ 29,925,470
Adjustments for:		
Amortization of deferred capital contributions	(2,610,330)	(2,378,039)
Amortization of capital assets	4,466,901	3,923,835
Increase in employee future benefits	2,000	15,000
	35,028,799	31,486,266
Changes in non-cash working capital (note 14)	(61,513,152)	10,132,249
	(26,484,353)	41,618,515
Financing activities:		
Endowment contributions	94,525	107,402
Capital activities:		
Purchase of capital assets	(8,959,209)	(8,746,798)
Deferred capital contributions	3,372,623	3,541,593
	(5,586,586)	(5,205,205)
Investing activities:		
Proceeds on disposition of investments	33,706,872	10,434,957
Purchase of investments	(27,596,590)	(2,532,479)
	6,110,282	7,902,478
Net increase (decrease) in cash	(25,866,132)	44,423,190
Cash and cash equivalents, beginning of year	164,683,228	120,260,038
Cash and cash equivalents, end of year	\$ 138,817,096	\$ 164,683,228

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2024

Northern College of Applied Arts and Technology (the “College”) is an Ontario College established as a Community College under The Department of Education Act of the Province of Ontario. The College is a registered charity and is exempt from income taxes under the *Income Tax Act*.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of the College.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations.

(b) Revenue recognition:

The College accounts for contributions under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the period in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to those of the related capital assets.

Contributions received for endowment are reported as an increase in the endowment fund balance.

Tuition fees, contract training and international program revenues are recognized as the performance obligations are provided on the basis of teaching days incurred during the fiscal year.

Sales and services revenue which includes ancillary revenues is recognized as the performance obligations are provided and the goods or services are provided.

(c) Cash and cash equivalents:

Cash and cash equivalents includes cash on hand, cash held with chartered banks and guaranteed investment certificates with a maturity date of 90 days or less from the date of purchase.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(d) Investments:

The investments are recorded at market value.

(e) Capital assets:

Capital asset purchases are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution when the fair value is reasonably determinable. Otherwise, contributed capital assets are recorded at a nominal value. Repairs and maintenance costs are charged to expenditures. Betterments, which extend the estimated life of a capital asset, are capitalized. When a capital asset no longer contributes to the College's ability to provide services, it is written down to its residual value. Amortization of capital assets is recorded on the straight-line basis over the following periods:

Buildings	40 years
Site improvements and betterments	20 years
Leasehold improvements	over the term of the lease
Furniture and equipment	5 years

Construction in progress is not amortized until the assets are put in use.

(f) Works of art:

Purchased works of art and collectibles are recorded at cost. Contributions are recorded at fair value at the date of contribution. No amortization is taken on the artwork and collectibles due to the nature of these assets, made up of various artwork and treasures which are being preserved by the Gallery.

(g) Employment-related obligations:

Vacation entitlements are accrued for as entitlements are earned (note 5).

The College is a member of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer, defined benefit plan. The College also provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of January 1, 2023. See note 11 for additional information.

The College has adopted the following policies with respect to accounting for these employee benefits:

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(g) Employment-related obligations (continued):

- (i) The costs of post-employment future benefits are actuarially determined using the best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.
- (iii) The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The cost of short-term disability and other leaves is determined using management's best estimate of the length of the compensated absences.

(h) Use of estimates:

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards, including the 4200 standards for government not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for investments, allowance for doubtful accounts, amortization of capital assets and deferred capital contributions, estimated costs and timing of asset retirement obligations and actuarial estimation of employee future benefits and sick leave benefit entitlement liabilities.

Financial instruments are classified into value hierarchy levels 1, 2 or 3 for the purposes of describing the basis of inputs used to determine the fair market value of those amounts recorded at fair value as described below:

- Level 1 – Fair value measurements are those derived from unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Fair value measurements are those derived from observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Fair value measurements are those derived from unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(i) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College.

(j) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair Value

This category includes equity instruments and mutual funds quoted in an active market. The College has designated its fixed income portfolio that would otherwise be classified into the amortized cost category as fair value as the College manages and reports performance of it on a fair value basis.

Financial instruments classified as fair value are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations.

Transaction costs related to financial instruments classified as fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the Statement of Operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed and recognized in the Statement of Operations.

Amortized cost

This category includes accounts receivable and accounts payable and accrued liabilities.

Financial instruments classified as amortized cost are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets, except for contributions, which are initially recognized at fair value.

Transaction costs related to financial instruments classified as amortized cost are added to the carrying value of the instrument.

Write-downs on financial assets classified as amortized cost are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(k) Private career colleges:

The College has entered into contractual agreements that enable international students of the College to pursue a recognized Northern College program at a private career college. The College receives payment of tuition and fees directly from the enrolled students, and the College allocates a portion of the tuition and fees to the private career colleges in return for providing agreed-upon materials and services as per the terms of the agreement. The College has determined that it is acting as a principal in the provision of academic delivery to international students enrolled with the private career college, and accordingly the College recognizes revenue from the private career college agreement on gross basis in accordance with Canadian Public Sector Accounting Standards. The amount of tuition and fees received by the College for the students enrolled in these programs is recorded within International Program and Other revenue in the Statement of Operations. Expenses incurred by the College in fulfilling its obligations to the private career college are included in the Statement of Operations based on the nature of the expense. Expenses incurred by the private career college in fulfilling their contractual obligations are not included in the financial statements of the College.

(l) Asset retirement obligations:

The College recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for the removal of asbestos-containing materials in certain College facilities has been recognized based on estimated future expenses. Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the consolidated financial statements is recognized in the Statement of Operations at the time of remediation occurs.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Change in accounting policies:

On April 1, 2023, the College adopted Canadian public sector accounting standard PS 3400 Revenue. The new accounting standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. As at March 31, 2024, the College determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements.

3. Investments:

	Fair value hierarchy	2024	2023
Canadian and foreign equities	Level 1	\$ 4,965,990	\$ 4,192,650
Fixed income	Level 2	3,202,916	2,949,455
Pooled funds	Level 2	440,506	420,305
Guaranteed investment certificate	Level 1	25,398,361	8,000,000
		\$ 34,007,773	\$ 15,562,410

The long-term investments include a guaranteed investment certificate in the amount of \$24 million bearing interest at 1.58% maturing in \$8 million increments annually with a final maturity date of April 14, 2026.

Equities have been separated from bonds to reflect their fair value hierarchy. Unrealized gains (losses) are reflected in the statement of remeasurement gains and losses.

Included within the investments is \$5,994,091 (2023 - \$5,899,566) which are externally restricted for endowments as detailed in the Schedule of Continuity of Restricted and Endowment Funds.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

4. Capital assets:

			2024	2023
	Cost	Accumulated Amortization	Net Book value	Net Book Value
Land	\$ 369,570	\$ —	\$ 369,570	\$ 369,570
Artwork	208,991	—	208,991	105,478
Buildings	70,252,443	34,837,223	35,415,220	33,348,919
Site improvements and betterments	29,200,247	4,772,150	24,428,097	19,665,604
Leasehold improvements	866,897	866,897	—	—
Furniture and equipment	34,196,246	30,658,102	3,538,144	3,882,911
Construction-in-progress	270,685	—	270,685	2,365,917
	\$ 135,365,079	\$ 71,134,372	\$ 64,230,707	\$ 59,738,399

5. Accounts payable and accrued liabilities:

	2024	2023
Trade and other	\$ 28,440,630	\$ 38,097,453
Payroll related liabilities	885,678	796,334
	\$ 29,326,308	\$ 38,893,787

6. Employment related obligations:

	2024	2023
Vacation and leave payable	\$ 2,344,177	\$ 2,230,191
Non-pension post-employment obligations	\$ 251,000	\$ 334,000
Sick leave benefits - vesting	—	—
- non-vesting	1,052,000	967,000
	\$ 1,303,000	\$ 1,301,000

Vacation and leave payable

The accrual for vacation and leave payable represents the liability for earned but unpaid vacation entitlements and paid leaves.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Employment related obligations (continued):

Employee future benefits

Non-Vesting Sick Leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these sick leave benefits was completed February 11, 2020 and the result of this valuation have been extrapolated to March 31, 2024. The related benefit liability was determined by independent actuaries on behalf of the college system as a whole.

The following tables outline the components of the College's sick leave benefit entitlement:

	2024	2023
Non-vesting sick leave:		
Accrued benefit obligation	\$ 1,426,000	\$ 1,151,000
Unamortized actuarial loss	(374,000)	(184,000)
Total sick leave benefit entitlement liability	\$ 1,052,000	\$ 967,000

	2024	2023
Current service cost	\$ 142,000	\$ 95,000
Interest on accrued benefit obligation	42,000	27,000
Benefit payments	(132,000)	(99,000)
Unamortized actuarial loss	223,000	250,000
Sick leave benefit expense	\$ 275,000	\$ 273,000

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.5% (2023 - 0% - 26.2%) and 0 to 54 days (2022 - 0 to 51.0 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Employment related obligations (continued):

Employee future benefits (continued)

Other Employee Future Benefits:

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 5, 2020 for the non-pension post-retirement plan and February 11, 2020 for the continuation of medical and dental benefits and the life waiver of premium benefit for employees currently on long-term disability. The results of these valuations have been extrapolated to March 31, 2024.

The related benefit liability was determined by independent actuaries on behalf of the college system as a whole. Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The following tables outline the components of the College's employee future benefits liability and the related recovery:

	2024	2023
Accrued benefit obligations	\$ 299,000	\$ 405,000
Fair value of plan assets	(70,000)	(98,000)
Funded status - plan deficit	229,000	307,000
Unamortized actuarial loss	22,000	27,000
Employee future benefits liability	\$ 251,000	\$ 334,000

	2024	2023
Current service cost	\$ 1,000	\$ 1,000
Interest on accrued benefit obligation	1,000	1,000
Experience (gains) losses	(106,000)	44,000
Benefit payments	(2,000)	(3,000)
Amortized actuarial gains	—	(1,000)
Employee future benefits expense (recovery)	\$ (106,000)	\$ 42,000

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Employment related obligations (continued):

Employee future benefits (continued)

The significant actuarial assumptions adopted in estimating the College's accrued benefit liability are as follows:

	2024	2023
Discount rate	3.4%	2.9%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	6.16% decreasing to 4.0% in 2040	6.16% decreasing to 4.0% in 2040

7. Bank borrowing facilities:

The College's bank borrowing facilities provide for the following:

- (i) \$1,000,000 operating line of credit bearing interest at prime less 0.5%
- (ii) \$1,000,000 lease line of credit for equipment financing, with the interest rate determined at time the financing is drawn

There has been \$Nil amounts drawn on either line of credit noted above at March 31, 2024 (2023 - \$Nil). The bank borrowing facilities are secured by a general security agreement.

8. Deferred contributions:

	2024	2023
Student tuition fees	\$ 15,606,128	\$ 67,871,444
Externally restricted contributions	97,071	174,498
Expenses for future periods	407,829	2,224,021
	\$ 16,111,028	\$ 70,269,963

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

8. Deferred contributions (continued):

Details of the continuity of these funds are as follows:

	2024	2023
Balance, beginning of year	\$ 70,269,963	\$ 20,830,941
Additional contributions received	15,693,012	69,762,290
Amounts taken into revenue	(69,851,947)	(20,323,268)
Balance, end of year	\$ 16,111,028	\$ 70,269,963

9. Deferred capital contributions:

Deferred capital contributions represent the unamortized balances of donations and grants received for capital asset acquisitions. Details of the continuity of these funds are as follows:

	2024	2023
Balance, beginning of year	\$ 37,821,383	\$ 36,657,829
Additional contributions received	3,372,624	3,541,593
Amounts amortized into revenue	(2,610,330)	(2,378,039)
Balance, end of year	\$ 38,583,677	\$ 37,821,383

10. Capital fund:

(a) The equity in capital assets is calculated as follows:

	2024	2023
Capital assets	\$ 64,230,707	\$ 59,738,399
Amounts financed by:		
Unamortized deferred capital contributions	(38,583,677)	(37,821,383)
	\$ 25,647,030	\$ 21,917,016

(b) Transfer for capital assets:

	2024	2023
Purchase of capital assets	\$ 8,959,209	\$ 8,746,798
Amounts funded by deferred capital contributions	(3,372,623)	(3,541,593)
	\$ 5,586,586	\$ 5,205,205

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

11. Pension plan:

Contributions made by the College during the year amounted to \$ 3,669,429 (2023 - \$3,016,938).

Substantially all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension asset and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2024 the CAAT pension plan had increased its funding reserve to \$5.3 billion and is currently funded on a going-concern basis.

12. Restricted funds:

The following information outlines expendable funds available for awards of the Ontario Student Opportunity Trust Fund 1 (OSOTF I), the Ontario Student Opportunity Trust Fund II (OSOTF II) and Ontario Trust for Student Support Fund (OTSS) matching program and other endowments.

Schedule of changes in expendable funds available for awards

For the year ended March 31

	Balance, beginning of year	Investment income, net of expenses	Bursaries awarded	Balance, end of year
OSOTF I (Bursaries awarded – 718; 2023 - 633)	\$ 1,802,355	\$ 1,101,120	\$ 848,450	\$ 2,055,025
OSOTF II (Bursaries awarded – 106; 2023 - 86)	563,598	236,990	107,203	693,385
OTSS (Bursaries awarded – 98; 2023 – 82)	1,174,061	437,464	130,755	1,480,770
Other (Bursaries awarded – 54; 2023 – 46)	1,552,599	599,500	88,150	2,063,949
	\$ 5,092,613	\$ 2,375,074	\$ 1,174,558	\$ 6,293,129

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

13. Commitments:

(a) The College has a five year lease with the Attorney General for a section of its Kirkland Lake campus for a courthouse at \$155,952 per year. The lease expires November 2028.

(b) The College has entered into agreements to lease certain premises and equipment.

The total annual minimum lease payments to maturity are approximately as follows:

2025	\$ 2,919,587
2026	260,626
2027	240,236
2028	212,616
2029	207,543
	<hr/>
	\$ 3,840,608

14. Changes in non-cash working capital:

	2024	2023
Decrease (increase) in accounts receivable	\$ 1,065,375	\$ (2,238,382)
Decrease (increase) in grants receivable	782,638	(979,690)
Decrease in inventories and prepaid expenses	231,142	49,968
Decrease in accounts payable and accrued liabilities	(9,567,479)	(36,199,402)
Increase in vacation and leave payable	113,986	88,733
Increase (decrease) in deferred contributions	(54,158,935)	49,439,022
Increase (decrease) in asset retirement obligation	20,121	(28,000)
	<hr/>	<hr/>
	\$ (61,513,152)	\$ 10,132,249

15. Asset retirement obligations:

The College has accrued for asset retirement obligations related to the legal requirement for the removal or remediation of asbestos-containing materials in certain facilities and the remediation of underground fuel storage tanks. The obligation is determined based on the estimated undiscounted cash flows that will be required in the future to remove or remediate the asbestos containing material and underground fuel storage tanks in accordance with current legislation.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

15. Asset retirement obligations (continued):

The change in the estimated obligation during the year consists of the following:

	2024	2023
Balance, beginning of year	\$ 428,107	\$ 428,107
Adjustment for inflationary impact	20,121	–
Total obligation at March 31	448,228	428,107
Less: current portion reported in accounts payable and accrued liabilities	(28,000)	(28,000)
Balance, end of year	\$ 420,228	\$ 400,107

16. Contingency:

The College is involved with outstanding and pending litigation and claims which arise in the normal course of operations, primarily as a result of grievances filed under the provisions of the union collective agreements. In management's opinion any liability that may arise from such contingencies would not have a significant adverse effect on the financial statements of the College. Losses in excess of the provision recorded in the financial statements, if any, arising from these contingencies will be accounted for in the year in which they are determined.

17. Guarantees:

In 2015, Campus Development Corp. ("CDC") constructed a 64-bed residence on the College's Haileybury Campus. CDC has leased the property from the College for 90 years. The College has guaranteed 100% occupancy of the residence to CDC to 2035 at an annual cost of \$6,250 per bed. This amount increases by the amount of the Consumer Price Index per year. Profit sharing with the College commences in the 26th year. At the termination of the lease, the residence is surrendered to the College.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

18. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The College is exposed to credit risk relating to its cash, grants and accounts receivable and investments. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,00 (2023 - \$300,000).

Accounts receivable are comprised of government, student receivables and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Government receivables are ultimately due primarily from MCU, as well as other government entities, and credit risk is mitigated by the governmental nature of the funding source. Other receivables arise during the course of the College's normal operations and are due from a diverse customer base. The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections.

Student and other receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of the College at March 31, 2024 is the carrying value of these assets.

The amounts outstanding at year end were as follows:

As at March 31, 2024	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,648,583	\$ —	\$ —	\$ —	\$ 1,648,583
Accounts receivable	2,350,831	1,270,428	1,270,428	806,488	5,698,175
Gross receivables	3,999,414	1,270,428	1,270,428	806,488	7,346,758
Impairment allowances	(492,179)	(399,710)	(399,710)	(37,868)	(1,329,467)
Net receivables	\$ 3,507,235	\$ 870,718	\$ 870,718	\$ 768,620	\$ 6,017,291

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

18. Risk management (continued):

(a) Credit risk (continued):

As at March 31, 2023	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 2,431,221	\$ –	\$ –	\$ –	\$ 2,431,221
Accounts receivable	2,327,453	2,410,997	2,410,997	511,212	7,660,659
Gross receivables	4,758,674	2,410,997	2,410,997	511,212	10,091,880
Impairment allowances	(332,117)	(269,720)	(269,720)	(25,553)	(897,110)
Net receivables	\$ 4,426,557	\$ 2,141,277	\$ 2,141,277	\$ 485,659	\$ 9,194,770

The maximum exposure to investment credit risk is outlined in note 3.

There have been no significant changes from the previous year in the College's exposure to credit risk or its policies, procedures and methods used to measure the risk.

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policies of the College operate within the constraints of the investment guidelines issued by the MCU. The policies' application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

There have been no significant changes from the previous year in the College's exposure to market risk or its policies, procedures and methods used to measure the risk.

(i) Currency risk:

Currency risk arises from the College's operations in different currencies and converting non-Canadian earnings at different points in time at different foreign currency levels when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

18. Risk management (continued):

(b) Market risk (continued):

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The College is exposed to this risk through its interest bearing investments.

The College's bond portfolio has interest rates ranging from 1.5% to 3.5% with maturities ranging from 2024 to 2029. At March 31, 2024, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of fixed income investments of \$32,029 (2023 - \$29,495).

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its mutual fund holdings within its investment portfolio. At March 31, 2024, a 10% movement in the stock markets, with all other variables held constant, would have an estimated effect on the fair values of the College's equity holdings of \$496,599 (2023 - \$419,265).

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all of its cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The College also maintains an unsecured line of credit with a Canadian chartered bank in the amount of \$1 million (2023 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2024 (2023 - \$Nil). Accounts payable are all current.

There have been no significant changes from the previous year in the College's exposure to liquidity risk or policies, procedures and methods used to measure the risk.

The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities:

As at March 31, 2024	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 29,326,504	\$ –	\$ –	\$ –	\$ 29,326,504
Deferred contributions	8,055,511	8,055,511	–	–	16,111,022
Lease commitments	256,367	256,367	785,488	801,198	2,099,420
	\$ 37,638,382	\$ 8,311,878	\$ 785,488	\$ 801,198	\$ 47,536,946

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

18. Risk management (continued):

(c) Liquidity risk (continued):

As at March 31, 2023	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 38,893,797	\$ –	\$ –	–	\$ 38,893,797
Deferred contributions	35,134,981	35,134,982	–	–	70,269,963
Lease commitments	218,131	218,130	259,826	–	696,087
	\$ 74,246,909	\$ 35,353,112	\$ 259,826	\$ –	\$109,859,847

19. Capital disclosures:

The College considers its operating capital to consist of net assets invested in capital assets, internally restricted net assets and unrestricted net assets. The College's overall objective for its capital is to fund capital assets, future projects and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements.

The College also considers its endowments, as part of its capital. The College's objective with regards to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur a deficit without the approval of the Minister of Colleges and Universities of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2024

Restricted Funds

	Balance, March 31, 2023	Additions, transfers and investment income	Bursaries and other disbursements	Balance, March 31, 2024
Leaders of Tomorrow	\$ 601,424	\$ 203,330	\$ 21,000	\$ 783,754
Endowment income	4,491,189	2,171,744	1,153,559	5,509,374
Expendable funds	5,092,613	2,375,074	1,174,559	6,293,128
J.H. Drysdale Award	181,619	68,847	9,500	240,966
Other	28,439,631	8,172,715	1,078,201	35,534,145
Ancillary	7,063,071	20,000	1,702,782	5,380,289
Capital projects and operational initiatives	50,780,736	25,000,000	3,239,454	72,541,282
	\$ 91,557,670	\$ 35,636,636	\$ 7,204,496	\$ 119,989,810

Endowment Funds

	Balance, March 31, 2023	Additions	Transfers	Balance, March 31, 2024
OSOTF I	\$ 2,752,800	\$ -	\$ -	\$ 2,752,800
OSOTF II	592,475	-	-	592,475
OTSS	1,093,660	-	-	1,093,660
Other	1,460,631	94,525	-	1,555,156
	\$ 5,899,566	\$ 94,525	\$ -	\$ 5,994,091
Total restricted and endowment funds	\$ 97,457,236	\$ 35,731,161	\$ 7,204,496	\$ 125,983,901

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Grants:		
Post secondary:		
General operating grant	\$ 5,778,104	\$ 5,299,882
International student recovery	(1,050,000)	(423,750)
Special support grants	8,954,669	9,124,308
Second Career / WSIB grants	125,520	92,548
Grant for municipal taxation	46,275	50,625
Premise rental grant	-	100,800
	13,854,568	14,244,413
Employment and literacy:		
Apprenticeship	962,826	1,247,081
Literacy and Basic Skills	2,407,162	2,398,321
Employment programs	3,576,896	3,719,740
	6,946,884	7,365,142
Special purpose grants:		
Indigenous projects	566,656	532,695
Capital support grants	309,253	6,267
Accessibility grants	261,814	343,142
Daycare	422,679	425,624
OSAP bursaries	170,153	159,388
Other	2,757,284	2,501,316
	4,487,839	3,968,432
	\$ 25,289,291	\$ 25,577,987
International programs and other:		
Daycare fees	\$ 63,445	\$ 90,135
Rents	199,992	199,992
Contract training	1,654,633	4,115,093
International programs	94,848,394	77,889,044
Other fees	1,199,579	1,024,459
Miscellaneous	203,696	722,934
	\$ 98,169,739	\$ 84,041,657

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2024, with comparative information for 2023

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2024	Total 2023
Academic salaries	\$ 17,374,179	\$ -	\$ 20,508	\$ -	\$ -	\$ -	\$ 17,394,687	\$ 14,734,349
Administration salaries	1,995,060	2,337,174	522,957	111,346	-	356,353	5,322,890	4,464,611
Support salaries	4,580,214	1,673,803	4,250,459	873,348	390,777	1,347,109	13,115,710	11,508,768
Stipends and allowances	-	-	209,312	-	-	542,289	751,601	1,315,032
Fringe benefits	5,032,164	1,016,895	1,206,525	251,761	89,599	496,418	8,093,362	6,928,599
Instructional supplies	1,978,282	14,374	341,782	-	4,497	52,321	2,391,256	2,588,580
Field work	35,710	-	-	-	15,269	-	50,979	43,992
Staff employment	-	159,879	-	-	-	-	159,879	31,764
Professional development	56,983	57,784	148,088	-	-	15,064	277,919	147,010
Travel	183,927	128,450	243,363	25,808	-	37,766	619,314	532,517
Promotion and advertising	709,313	834,889	1,685,858	-	-	(134)	3,229,926	1,913,132
Equipment maintenance	75,526	262	-	89,701	5,090	-	170,579	302,723
Telecommunications	196,616	57,089	-	-	-	33,108	286,813	284,510
Office supplies	59,815	179,696	217,162	12,062	-	23,254	491,989	404,987
Janitorial	-	101,364	-	48,587	1,229	-	151,180	113,214
Facilities maintenance	-	-	-	404,457	-	-	404,457	239,327
Vehicle	-	-	-	1,107	-	-	1,107	2,390
Insurance	-	364,239	-	-	-	-	364,239	358,946
Bank charges and bad debts	353,264	426,072	7,638	-	-	-	786,974	345,863
Professional fees	144,766	735,840	278,037	-	2,000	-	1,160,643	726,727
Contracted services	68,668,469	174,492	3,636,998	525,653	-	-	73,005,612	55,841,608
Utilities	28,158	-	-	1,216,552	-	-	1,244,710	1,032,231
Municipal taxation	-	-	-	141,000	-	-	141,000	71,250
Rentals	180,912	27,936	44,832	24,428	30,000	213,222	521,330	657,962
	\$ 101,653,358	\$ 8,290,238	\$ 12,813,519	\$ 3,725,810	\$ 538,461	\$ 3,116,770	\$ 130,138,156	\$ 104,590,092
Ancillary expense							2,891,861	2,753,089
Total expenses							\$ 133,030,017	\$ 107,343,181

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

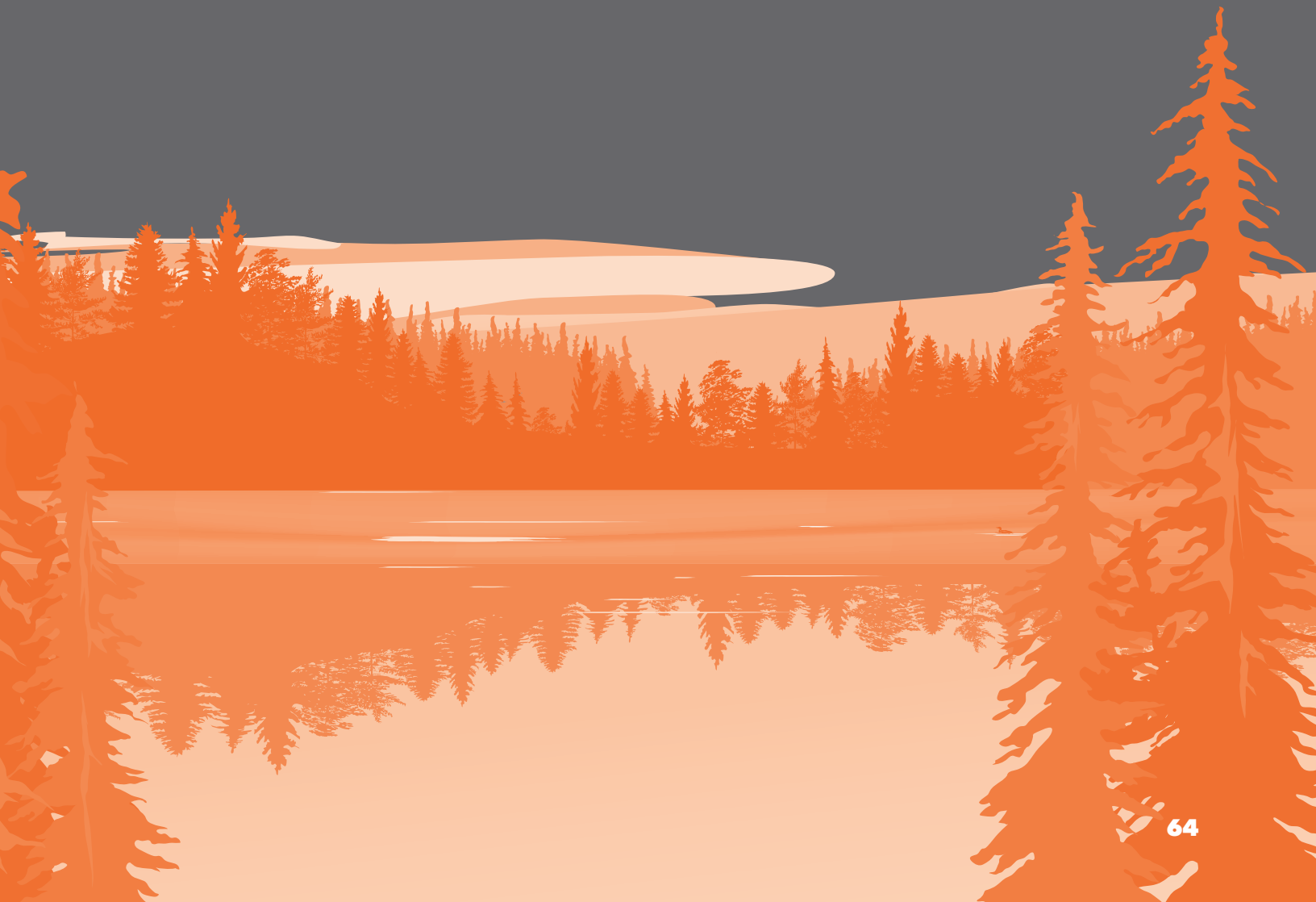
Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Bookstore Operations		
Revenue	\$ 96,633	\$ 46,892
Operating expense	31,041	9,358
Excess of revenue over expense	\$ 65,592	\$ 37,534
Student Residence Operations		
Revenue:		
Rent	\$ 642,979	\$ 320,565
Service charges	-	38,359
	642,979	358,924
Expense:		
Operating	911,488	578,986
Deficiency of revenue over expense	\$ (268,509)	\$ (220,062)
Parking Grounds Operations		
Revenue	\$ 83,982	\$ 70,969
Operating expense	164,662	126,194
Deficiency of revenue over expense	\$ (80,680)	\$ (55,225)
Ancillary Facilities Operations		
Revenue	\$ 1,979,060	\$ 2,291,500
Operating expense	1,784,670	2,038,551
Excess of revenue over expense	\$ 194,390	\$ 252,949

APPENDIX B

SUMMARY OF ADVERTISING & MARKETING COMPLAINTS

Northern College did not receive any Advertising or Marketing complaints during the 2023-2024 academic year.



APPENDIX C

Annual Report for the Foundation

GIVING **AN ANNUAL REPORT FOR THE FOUNDATION**





Our Northern College Foundation embodies our commitment to student success. Its primary objective is to offer students the necessary support to thrive academically

throughout their journey with us, whether in the classroom or within our communities, where we aspire for each student to discover both a fulfilling career and a sense of belonging.

This is achieved through numerous individual efforts that meet students where they are, ascertain their hopes, understand their needs and aspirations, and create the comprehensive support systems that define the Northern Experience.

Through community and industry partnerships, open and receptive institutional environments, and effective communication channels, Northern College and its Foundation have developed a supportive infrastructure that prioritizes students.

The following pages are a sample of highlights of the Foundation's efforts over the past year, building on strong existing programming while developing new, innovative ways to place students at the forefront.

We like to think of our Foundation as a shining example of what can be accomplished when diverse groups — each with unique expertise and backgrounds, come together in pursuit of one single goal: student support and success. As we often express, 'it takes a village to graduate a student.'

We are reshaping the student experience, whether through annual scholarships, bursaries, and awards totalling over 2 million dollars, or by providing campus food banks, clothing donations, and assistance in connecting students with housing and community support.

In 2023, Northern College issued over two million dollars in scholarships, bursaries, and awards for all of its students.



We're proud of what we've accomplished, and we hope you'll see the value in all we are working towards.

SUPPORTING STUDENTS

PRIDE WEEK CELEBRATIONS

At Northern College, we fundamentally believe in the human right to be yourself. Central to this belief is our unwavering support for 2SLGBTQIA+ rights, both here in Canada and abroad.

This is why you'll always find Northern College present at our campus communities' annual Pride Week events as both a sponsor and enthusiastic participant in each of these celebrations of self and self-expression. Beyond this, Northern continues to provide supports to ensure every student can feel at home during their studies, with the confidence and security to be themselves during their time with us.

We believe that the college experience contributes to developing learners' understanding and acceptance, and as they work towards their chosen career paths; becoming productive community members with the ability to shape a brighter, more accepting tomorrow.

FAMILY DINNER

We know that for so many of our students, an education at Northern means a long road home for the holidays.

As part of our ongoing efforts to lay the foundation for a 'home away from home' for our students, we work to make sure that the sense of family and togetherness is available to those who may not be able to make it home for the holidays.

The sharing of a meal may be the most fundamental aspect of human connection. We also know that a full belly means a well-fueled mind. This is why we provide students living in our residence facilities a homecooked, holiday meal to share with their fellow students during most of our holiday long weekends.

It is a simple act of togetherness and charity, but we know it can make the biggest difference to provide students with the feeling of home during these important times.

STUDENT FOOD BANK

As the worst of the COVID-19 pandemic continues to fade into memory, the day-to-day realities of its impact are still experienced by many including our students.

As the cost of essential items continues to escalate, Northern College acknowledges the heightened challenges students encounter in meeting their fundamental needs for academic success. Consequently, Northern, along with its Foundation and Student Association, have broadened the range of services accessible to students. These offerings include a used clothing donation system and a student food bank, both readily available to those in need, without requiring any explanation or proof of hardship.



These initiatives, coupled with emergency funding available to students in serious financial need, help to ensure that our students are set up to succeed during their time with us, allowing them the resources required to focus on what matters: their education.

SBA AWARDS

At Northern College, it pays to be a student.

We take great pride in our ability to prioritize student success and provide the kinds of supports that allow students to focus fully on their studies during their time with us. This can be realized in a variety of ways, including study spaces, on-campus activities, and in classroom supports.

Another important way to support our students is financially. By providing them with financial assistance, students can spend

less time working to support themselves during their studies and more time focused entirely on their education.

In 2023, Northern College issued over two million dollars in scholarships, bursaries and awards for its students, providing unprecedented access to financial assistance for students from a wide array of backgrounds, skillsets, and programs of study.

Always seeking to build strong connections within our region, Northern College and its Board of Governors offer regional high-school students entrance bursaries to encourage them to pursue their studies and career in their home region. This fulfils many aspects of Northern's Mission & Vision alongside working to offset the considerable outmigration of youth in our region.

These bursaries, awarded to many of our students, play a crucial role in our unique post-secondary education approach.



PRICE IS RIGHT - FOR STUDENTS!

As part of ongoing efforts to provide our students with fun activities and a chance at prizes geared towards student success, Northern's Foundation hosted a series of Price is Right-themed game days at each campus over the year, offering students a free dinner along with the opportunity to win 1,500 dollars in prizes.

DONORS AND DONATIONS

As we highlight Northern's ability to support its students either financially or through our various student supports, it is important to acknowledge that none of these initiatives, scholarships, bursaries or awards would be possible without the generous support of our donors and the creative fundraising initiatives overseen by Northern College and its Foundation.

Each year, countless community members, alumni, industry, and community partners come together to provide the financial backing which allows our students to be as focused as possible on their studies.

As our students neared the end of the Fall 2023 semester, a unique and creative fundraising idea was born out of the Timmins Campus Innovation Hub's 3D printing lab. Through sponsorship from the Foundation, dozens of unique, Northern College-themed Christmas ornaments were created and were distributed to students via the Northern College Student Association.

While this initiative was born from the idea of providing students with a unique keepsake to remind them of their time at Northern, it allowed them to play a role in the festive decorations at each of our campuses and to fund four new 500 dollar bursaries, with one to be issued at each campus.

Interest in the ornaments was extremely high, encouraging the Foundation to make plans to



manufacture and sell the ornaments in 2024 to fund new bursary initiatives.

SPRING CAREER FAIR

At Northern, we recognize that even those students equipped with the best credentials, training, and expertise may encounter challenges when translating their educational experience into meaningful employment opportunities. This is why a Spring Career Fair is hosted on three Northern College campuses each year. The Career Fair is designed specifically to connect our students with local and regional partners looking to hire the latest group of Northern College Graduates.

Spanning three days across three weeks, the event welcomed 65 distinct employers who are directly connected to specific fields of study offered at Northern: Health Sciences, Community Services, Emergency Services, Business, Technology and Trades. This year's event drew in an impressive 847 students seeking career-defining opportunities.

The Spring Career Fair epitomizes what it means to study with Northern. It offers students a nurturing environment to make connections, fine-tune and submit their resumes, and dress for success.



This student engagement initiative plays a large role in Northern's commitment to providing students with the kind of experiential skills that will help define them as work-ready graduates. In addition to this, it provides local and regional employers with direct access to eager professionals looking for an opportunity to put their newly acquired skills to the test.

PUTTING THE COMMUNITY IN COMMUNITY COLLEGE

Northern College is serious about community partnership.

We know that a student's college experience is as much defined by their time in our classrooms as it is by the communities they come to call home during their time with us.

We take great pride in building and maintaining healthy working relationships with community partners and organizations who are critical to our student experience at Northern. As part of this commitment, Northern has been a sponsor and participant in local initiatives that contribute to the health and well-being of our students and communities.

One of these initiatives was a contribution to the construction of the new pavilion to house the Mountjoy Farmers Market in Timmins, which provides a space for local farmers, vendors, and artisans to sell their wares. Supporting local businesses and the kinds of initiatives that lend themselves to the development of community culture will always be a priority for Northern College.



In addition to sponsoring facilities within our campus communities, Northern and its Foundation often work together with local not-for-profits like the Timmins and Area Seizure and Brain Injury Centre to assist in fundraising initiatives like their annual 'Colour it Up' run, which promotes community connection, fitness and fun, all for a great cause. Northern sponsors the event and maintains a presence at the event in June of each year.

Northern also sponsored the Kirkland Lake Arts Council, supporting the delivery of their 2023-2024 artistic season, as well as the Iroquois Falls Adult Learning Centre's Hall & Haskins Storywalk, supporting early literacy development.

Strong partnerships are central to the operational mandates of Northern College, as we believe that each partnership we build as an institution benefits our students directly. An example of this is Northern's longstanding partnership with Mount Jamieson, the local ski hill in Timmins, where our Foundation sponsored several student ski and tubing nights. Thanks to Mount Jamieson, students were given access to downhill equipment and lessons, helping to foster a new experience for our students. The series of events were a great success and contributed greatly to a sense of community and connection amongst our student body. The Foundation is working diligently to provide students at its other campuses with similar opportunities.

At Northern College, we work to provide students with opportunities to build a strong sense of social and community responsibility. Part of this endeavour includes an annual sponsorship of the Timmins Anti-Hunger Coalition's 'Coldest Night of the Year' event, where Northern has been a



platinum sponsor for the past five years. The event encourages participants to walk a mile in the shoes of someone experiencing hunger and being without a home, while raising funds to address food security issues within the community through Anti-Hunger Coalition programming.

Northern College also provides support to other community health initiatives like Overdose Awareness Day, contributing funds to an annual event which aims to alleviate the stigma surrounding substance use and overdose cases. This event is especially important given the impact of drug use and overdose statistics in our campus communities.

Fostering community participation and connection is something we encourage for our students, and at Northern, we believe in leading by example. Each December, members of our Timmins Campus faculty and staff set out to spread holiday cheer within the community via the Carolling Cruiser. The carollers travelled to several different establishments in Timmins, including long-term care homes to spread holiday cheer and provide residents with a chance to hear their favourite Christmas carols.

To further promote healthy community relationships, Northern College sponsored the annual 'Win this Space' contest hosted by the Downtown Timmins Business Improvement Association. The contest provides small businesses with the opportunity to open a storefront in downtown Timmins for a year rent-free. This initiative fosters growth in new businesses and provides our graduates with opportunities to realize their business dreams.

This effort to support our community partners extends to our strong connection with local Chambers of Commerce, with the Foundation donating 2,000 dollars to the Temiskaming Shores and Area Chamber of Commerce annual





dinner event. This opportunity saw 10 members of the Northern College team attend the dinner, reinforcing community presence, participation and partnership.

The Foundation sponsored North on Tap, an annual event hosted in Temiskaming Shores which showcases local craft beers, breweries and local businesses. As always Northern and its Foundation seek to maintain a participatory presence in all of our campus communities, supporting local business and contributing to the socio-economic well-being in the region.

Always proud to be a community partner and sponsor, Northern College and its Foundation sponsored numerous golf tournaments throughout the summer months in its home region. The Kirkland Lake and District Chamber of Commerce Golf Tournament and the Temiskaming Shores and Area Chamber of Commerce Golf Tournament were two such events.

Throughout the year, Northern and its Foundation worked diligently to make their presence known at each of our campuses, hosting numerous events for students which encouraged participation and awareness of the Foundation and its purpose while offering students the chance to win numerous prizes designed specifically to support them in their studies.

Hitting the road to drum up support and awareness, Northern College's Marketing Communications & External Relations department partnered with the Foundation and Recruitment

to sponsor a Sudbury Wolves game. With Northern's Mascot front and centre in a packed stadium, the event proved to be a very successful foray into a new market, providing prizes, photo opportunities and bursaries for four lucky winners.



With a strong focus on community connection and support, the Foundation was proud to contribute 2,000 dollars to the Temiskaming Hospital Foundation, with the donation going towards a new neo-natal incubator which will enable the hospital to provide safe, neonatal transfers to tertiary care centres elsewhere in the province.

Never afraid of a good time, Northern College was a proud sponsor of the annual 'Rock on the River' event which brings big-name performers to Timmins for a two-day music festival. This event draws audiences from throughout the region, and Northern's sponsorship serves the dual purpose of providing brand visibility while supporting local entertainment initiatives and contributing to the quality of life in our campus communities.

Northern's Alumni and Foundation Office was pleased to help facilitate a small reunion event for its Class of '95. The reunion saw alumni members make the trip to our Timmins Campus and their alma mater for a weekend of fun and memories. Hailing from various parts of the province, the participating Class of '95 members enjoyed campus tours, a stay in the Timmins residence and a farewell breakfast sponsored by our

partners Narduzzi's Restaurant and Porcupine Advance Printing. A wonderful trip down memory lane was reported by all.

INVESTING IN THE STUDENT EXPERIENCE

In the fast-moving and ever-changing world of post-secondary education, keeping up with emerging trends in educational technologies and an ever-modernizing economic landscape in Canada can be difficult. Thanks to strong community, business, and industry partnerships, Northern College students have access to the latest in experiential learning, providing them with a much-needed edge in the modern job market.

Northern College motive power students will now have access to the latest diesel engine technology thanks to a generous donation from SMS Equipment, owned and operated by a Northern College Alumni member. This gently used Komatsu Diesel Engine will allow students to gain hands-on experience, helping to ensure they have the skill set required to flourish in their careers following graduation.

Northern College's Welding programs received cutting edge technology thanks to a donation from IPG Photonics and Chris Pilcher, a longtime member of the program advisory committee. This brand new laser welding power source will provide our welding students with yet another advanced tool to add to their already considerable understanding of welding, the science behind it and the tools best utilized to lay the perfect weld.

In order to further highlight the importance of industry supporting local and regional post-secondary students, Northern College's Foundation developed the 'When You Give' awareness campaign. The initiative highlighted the value of donating to Northern College's

Foundation through student, graduate and alumni testimonials. Using a narrative-driven approach, the campaign grew support for post-secondary initiatives, which showcased the positive impacts that Northern College, its students, and alumni have in our communities and region.

The campaign included specific stories with the following messaging about the impact of partner contributions:

1. You impact lives and help make dreams come true
2. You help create sustainable communities in Northeastern Ontario
3. You create opportunities
4. You help shape our next generation of northerners and graduates
5. You help move industries forward and enhance programs and learning for students.

This digital campaign directed viewers to the Foundation page on the Northern College website, where they could receive more information on how to donate and support Northern College and its Foundation.

Each year, colleges in Ontario can nominate influential members of their Alumni to the Premier's Awards. This is an opportunity to celebrate the contributions of college graduates and of the college system to the ongoing socio-economic health matters of our Province.

This year, Northern College nominated three accomplished alumni: Christina Kioke, Quinn Truong, and Kristin Murray, each highly accomplished in their chosen field.

For the first time in 20 years, a Northern College Alumni won a Premier's award, with Christina Kioke winning the recent graduate category. Christina is a member of the Northern College administrative

team with a background in social work. A member of Attawapiskat First Nation, she is a strong advocate of Indigenous issues with a special focus on Indigenous access and education. Northern College and its Foundation are incredibly proud of Christina for her accomplishments and for winning this well-deserved award.

Conclusion:

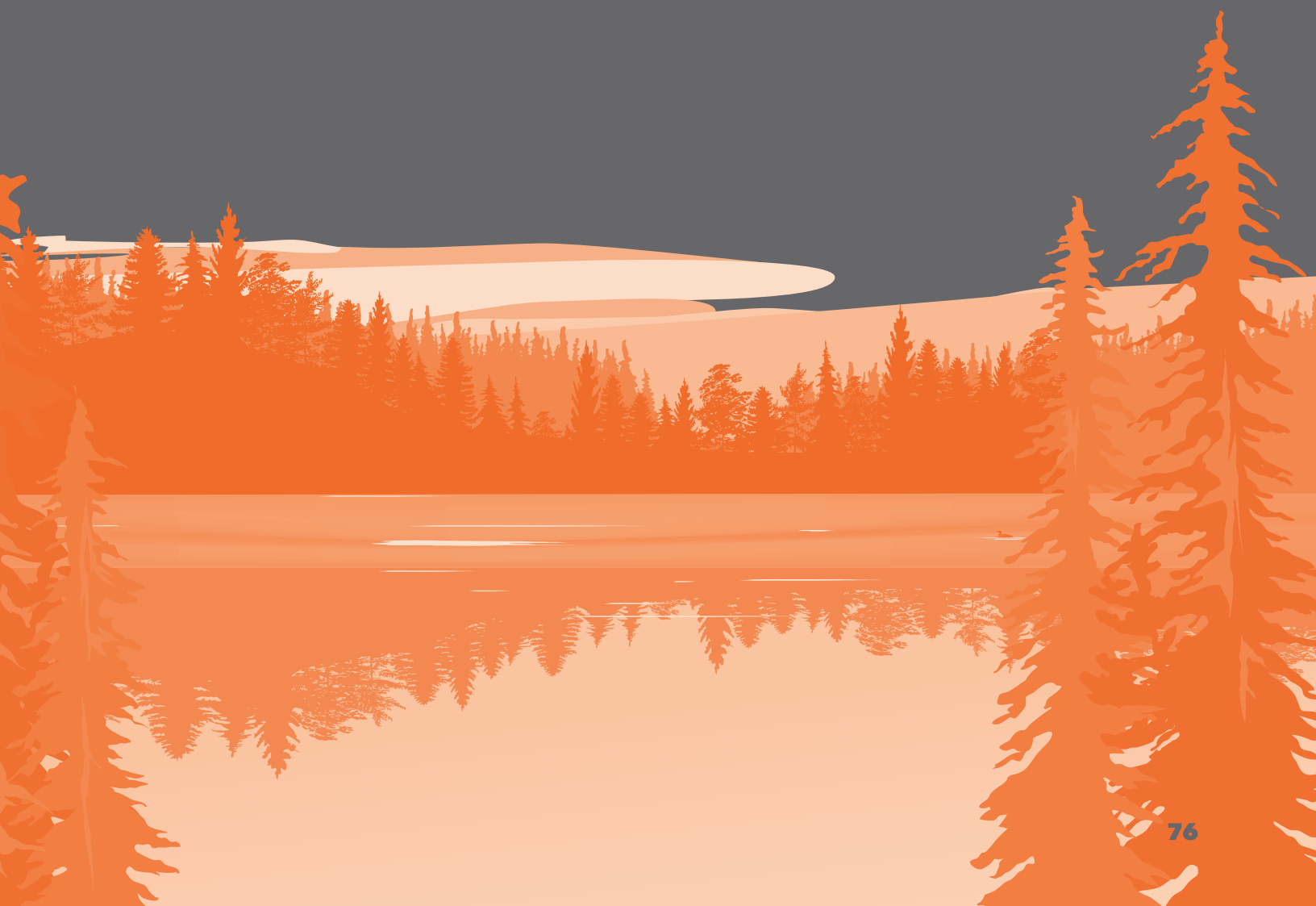
As part of the broader commitment to continuous improvement, Northern College's Foundation continues to work diligently to ensure students receive the necessary support for their successes. We create an environment that fosters connection and community, while ensuring it remains fun, inclusive, and productive for students.

The work of the Foundation is widespread and impactful through the variety of initiatives outlined here and beyond. Thanks to the ongoing support of our partners, Northern College and its Foundation can continue to provide a positive student experience for our learners, instilling in them a pride of place and a sense of community. It is through this exceptional student experience that students grow into graduates and, in turn become productive community members and future Northern College partners.



APPENDIX D

**COLLEGE COUNCIL
ANNUAL REPORT**



Mandate

College Council was established under Board of Governors’ By-Law No. 2 in January 2010 with a mandate to foster two-way communications and provide a means for students and staff to advise the President on matters of importance to students and staff members. College Council also serves as a forum to share information.

In May 2023, an update to By-Law No. 2 was approved by the Northern College Board of Governors through a subsequent motion. Notably, the update introduced the inclusion of an international student representative within the core members group.

Membership and Participation

The 2023-2024 Council included 14 core (voting) members and 11 resource members. A membership list is attached. Per our By-Law, representation is as follows:

Core Members

Academic Staff	4	Administrative Staff	1
Support Staff	4	President	1
Students	4*+ 4		

**4 students to be appointed in a principal role and 4 in an alternate capacity. A maximum of 4 students attending a meeting will be counted towards quorum, with principal members being counted first. At any given time, 4 student members will have voting rights for a possible total of 14 core, voting members.*

Meetings

The Council successfully held three virtual meetings this term:

November 22, 2023 February 9, 2024 April 5, 2024

Communication

College Council continues its commitment to enhancing communication within the college community. Prior to meetings, members are encouraged to engage with their peers to gather input on agenda items. All staff have access to approved College Council minutes, membership lists, and the College Council By-Law through NorAction.

During recent sessions, Council members were briefed on various topics, including the Standards of Practice for International Education Quality Assurance Audit (SPIEQAA), the College Quality Assurance Audit Process (CQAAP), and updates from the Blue Ribbon Panel. The College Council forum provided an excellent platform for sharing enrollment updates, with members utilizing the opportunity to raise questions and concerns.

The "Information Sharing" agenda item remains a cornerstone of the meetings, allowing for active participation from all attendees to share updates from their respective areas. This practice exemplifies the College Council's mission to promote robust communication and collaboration throughout the college.

Effectiveness

The dedication of members to attending and actively engaging in meetings was outstanding during this term. The 2023-2024 College Council elections saw great success, with six support staff representatives contending for the Kirkland Lake/Haileybury seat. Embracing technology as the primary means of communication in a post-pandemic world has effectively served the Council's objective of facilitating communication.

Summary

Members of College Council are engaged and make valuable contributions towards achieving our mandate to promote communications throughout the college. In order to elevate the profile of College Council and encourage participation, Certificates of Appreciation are presented to members completing their terms during the College's Annual Employee Recognition Event.

As of August 2024, the terms of service for six staff members and five students will be coming to an end. To facilitate a seamless transition, the election process to select new representatives will be initiated in spring, ensuring that the new members are in place by fall 2024.

Moved by: Armanda Sutherland

Seconded by: Allison Gallant

THAT College Council approves the 2023-2024 College Council Annual Report as presented; and that the report be included in the 2023-2024 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.

Representative		Core	Term Ends August 31	Campus Represented
Gloria	Richardson	Academic	2024	HL/KL
Tyy	Dearden	Academic	2024	HL/KL
Marisa	Bedard	Academic	2025	Timmins/Moosonee
Erin	Holmes	Academic	2025	Timmins/Moosonee
Kellie	Broderick	Support	2024	KL/HL
Paige	Allen	Support	2025	KL/HL
Armanda	Sutherland	Support	2024	Timmins/Moosonee
Danielle	Frenette	Support	2024	Timmins/Moosonee
Allison	Gallant	Admin	2024	All campuses
Meghan	Akiwenzie	Student	2024	Accessibility Services
Neepin	Hookimaw	Student	2024	Indigenous Student Association
Anu Paul	Naduvath	Student	2024	International Representative
Sanjaybhai	Modhavadia	Student	2024	NCSA
Harsh	Patel	Student	2024	International Representative
Mitch	Dumas	President & CEO	on-going	All campuses

Resource Members		
Dean	Lessard	Senior VP Academic
Jennifer	Moorlag	Acting Registrar
Sarah	Campbell	Dean, Health Sciences & Emergency Services
Doug	Clark	Dean, Sciences
Jamie	Johnston	Dean, Trades, Technology and Apprenticeship
Christine	Raycraft	Dean, Business and Community Services
Andrew	Balmakoon	Executive Director, Community and Business Development
Christina	Kioke	Manager, Indigenous Services & Initiatives
Sarah	De Pinto	Manager, Human Resource Services
Susan	Hunter	Chief Cultural Officer
Amanda	Belisle	Administrative Assistant



- 
- The background of the entire page is a stylized, monochromatic orange-toned illustration of a serene landscape. It features a calm body of water in the foreground, reflecting the surrounding forest. The forest is composed of various types of trees, including tall, pointed evergreens and smaller, denser foliage. In the distance, rolling hills or mountains are visible under a light sky. The overall style is minimalist and artistic, using flat colors and simple shapes to create a peaceful, natural scene.
-  **northernc**
 -  **Northern College**
 -  **@mynorthernc**
 -  **northernCollege**
 -  **mynorthernCollege**

PROUD TO BE NORTH. PROUD TO BE NORTHERN.